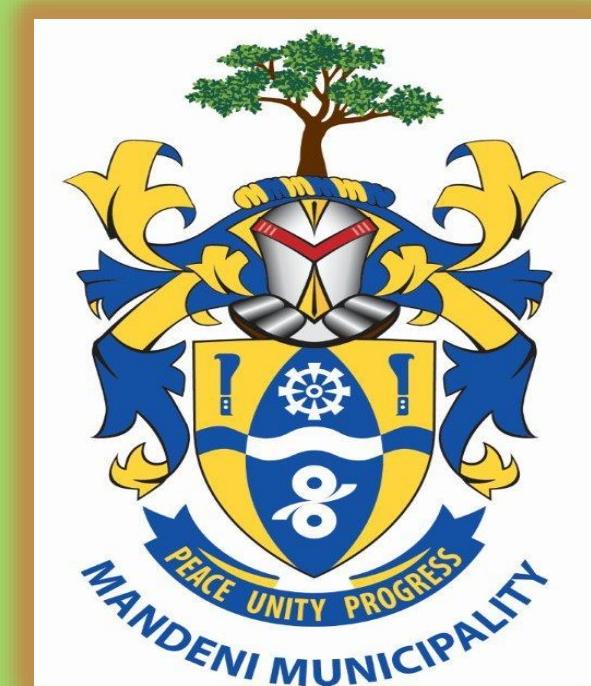


MANDENI LOCAL MUNICIPALITY



TOP LAYER SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN/ SDBIP ORGANISATIONAL SCORECARD

2019/2020

SUBMISSION OF TOP LAYER SDBIP

The Top Layer Service Delivery Budget Implementation Plan (SDBIP), indicating how the budget and the strategic objectives of the Council will be implemented, is herewith submitted in terms of Section 53(1)(c)(ii) of the Municipal Finance Management Act (MFMA), MFMA Circular No. 13 and the Budget and Reporting Regulation for the necessary approval.

The 2019/20 SDBIP and the financial information is derived from the Final 2019/20 MTREF budget schedules from National Treasury (Schedule A).

PRINT NAME: MR. S.G. KHUZWAYO

MUNICIPAL MANAGER OF MANDENI MUNICIPALITY

Signature: _____

Date: _____



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ACTING MAYORS FOREWORD



As the Acting Mayor of Mandeni Municipality in accordance with Section 53 (1) of the Municipal Finance Management Act 56 of 2003, I am pleased to approve and publish the Service Delivery Budget and Implementation Plan for 2019/20 Financial year.

Section 1 of the Municipal Finance Management Act (56 of 2003) defines the SDBIP as:

"A detailed plan approved by the Mayor of a Municipality's delivery of services and execution of its annual budget and which must include (as part of the top layer) the following:

- (a) Projections for each month of –
 - (i) Revenue to be collected by source and
 - (ii) Operational and Capital expenditure by vote;
- (b) Service delivery targets and performance indicators for each quarter".

In developing a good performance management tool for the municipality, the IDP, Budget and Service Delivery Budget and Implementation Plan are developed in order to put into effect the budget. The SDBIP is a monitoring and implementation tool that is vital link between the Mayor, Council and Administration as it facilities the process for holding management accountable for its performance. The SDBIP quantifies the strategic objectives as highlighted in the budget to measurable outcomes. It is then that as monitoring tool the Mayor and Council are able to monitor the performance of Senior Managers and the community is able to monitor the municipality.

Our submission of the SDBIP is not mere legislative compliance. It serves as an instrument of enhancing accountability since it provides specific details for all oversight, institutions, the Council itself and community to track the relevance of what we do against our mandate. We will double on efforts in accelerating up service delivery to make the lives of our citizens better.

Date: _____

Cllr.P SISHI
Her Worship the Mayor

STATEMENT BY THE MUNICIPAL MANAGER

As the Municipal Manager I duly submit to the Mayor the Final Service Delivery and Budget Implementation Plan. Section 69(1) of the local government: Municipal Finance Management Act No. 56 of 2003 states that the accounting officer of the respective municipality is responsible for the implementing the municipality's approved budget, including all reasonable steps to ensure:

- That spending of funds is in accordance with municipal budget and is reduced as necessary when revenue is anticipated to be less than the projected in the budget or in the service delivery budget and implementation plan
- That revenue and expenditure are properly monitored

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per votes), it is imperative that in-year mechanism are able to measure performance and progress on a continuous basis. Hence, the end of year targets must be based on quarterly and monthly targets and the municipal manager must ensure that budget is built around quarterly and monthly information. Being a start of year planning and target tool, the SDBIP gives meaning to both in year reporting in terms of section 71 monthly reporting, section 72 being mid-year report and end of year reports.

The SDBIP aims to ensure that managers are problem-solvers, who routinely look for unanticipated problems and resolve them as soon as possible and enables the Council to monitor the performance of the municipality against quarterly targets on service delivery.

We pride ourselves with achieving key deadlines and compliance issues when it comes to planning our service delivery programs and performance monitoring systems. This SDBIP for 2019/20 is based on the Final Municipal Integrated Development Plan (IDP) and influences the Municipal Budget which was tabled in Council on the 30th Day of May 2019. This Organisation Service Delivery and Budget Implementation Plan (SDBIP) combines and sets out the 2019/20 MTERF various components in the format required by National Treasury.

Date: _____

Municipal Manager
Mr. S. G Khuzwayo



CHAPTER 1: EXECUTIVE SUMMARY

1.1 INTRODUCTION

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, "the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA."

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that "the SDBIP provides the vital link between the Mayor, Council (Executive) and the Administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the Mayor, Councilors, Municipal Manager, Senior Managers and the Community to measure progress in terms of implementation of the prioritized and budgeted projects under the 2019/20 Financial Year and will further give indication on areas for interventions and most importantly for Council to play its oversight role appropriately."

The purpose of the SDBIP is to monitor the execution of the budget, performance of senior management and achievement of the strategic objectives set by Council. It enables the Municipal Manager to monitor the performance of Senior Managers, the Mayor to monitor the performance of the municipal manager, and for the community to monitor the overall performance of the municipality. In the interests of good governance and better accountability, the SDBIP should therefore determine and be aligned with the performance agreements of the Municipal Manager and Senior Managers.

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, "the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA."

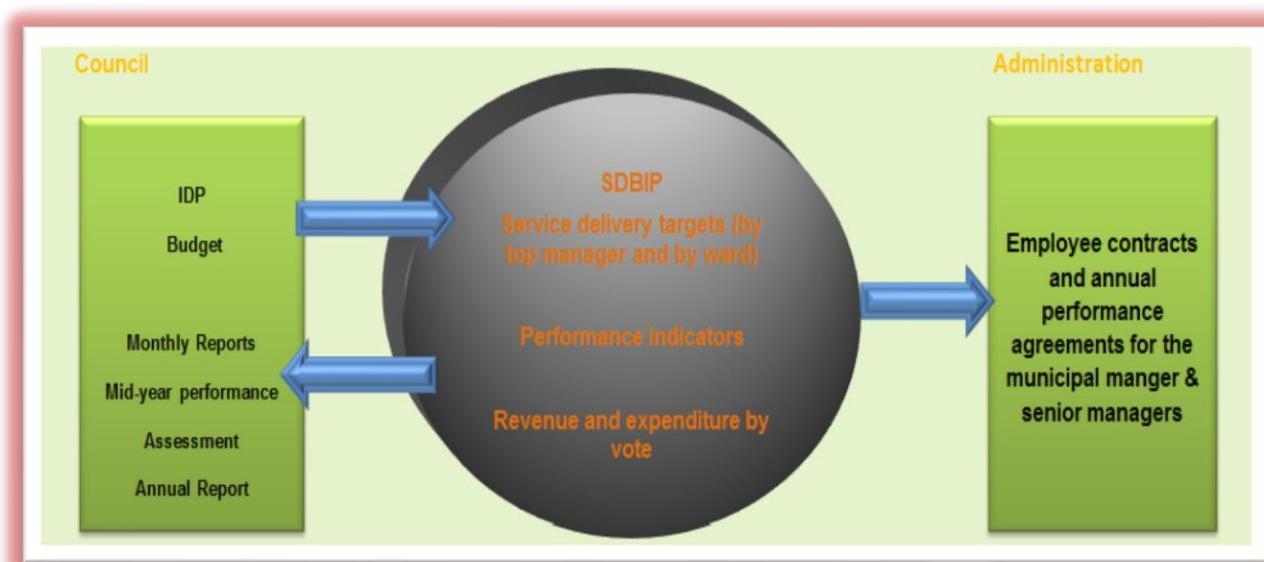


Figure 1: SDBIP "contract" diagram as depicted in the Circular No. 13 by National Treasury, MFMA

1.2 LEGISLATION

According to the Municipal Finance Act (MFMA) the definition of a SDBIP is: 'service delivery and budget implementation plan' means a detailed plan approved by the Mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- Projections for each month of-
 - Revenue to be collected, by source; and
 - Operational and capital expenditure, by vote;
- Service delivery targets and performance indicators for each quarter

Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

The following National Treasury prescriptions as minimum requirements that must form part of the SDBIP are applicable to the Mandeni Local Municipality:

- Monthly projections of revenue to be collected by source
- Monthly projections of expenditure (operating and capital) and revenue for each vote *
- Quarterly projections of service delivery targets and performance indicators for each vote

Section 1 of the MFMA defines a "vote" as:

- One of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- Which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

Table 1: Legislative Performance Reporting Framework

1.2.1 LEGISLATIVE PERFORMANCE REPORTING FRAMEWORK		
FREQUENCY AND NATURE OF REPORT	MANDATE	RECIPIENTS
Monthly reporting on actual revenue targets and spending against budget no later than 10 working days after the end of each month	Section 71 of the MFMA	National Treasury
Quarterly progress report	Section 41 (1) (e) of the Systems Act, Section 166 (2) (a) (v) and (vii) of the Municipal Management Finance Act (MFMA) and Regulation 7 of Municipal Planning and Performance Management Regulations.	1. Municipal Manager 2. Mayor 3. EXCO 4. Audit Committee 5. National Treasury
Mid-year performance assessment	Section 72 of the MFMA. Section 13 (2) (a) of Municipal Planning and Performance Management Regulations 2001.	1. Municipal Manager 2. Mayor 3. EXCO 4. Council 5. Audit Committee 6. National Treasury 7. Provincial Government
Annual report (to be tabled before Council by 31 January (draft and approved / published by 31 March each year)	Sections 121 and 127 of the MFMA, as read with Section 46 of the Systems Act and Section 6 of the Systems Amendment Act.	1. Mayor 2. EXCO 3. MPAC 4. Council 5. Audit Committee 6. Auditor-General 7. National Treasury 8. Provincial Government 9. Local Community



1.3 METHODOLOGY AND CONTENT

National Treasury directives are clear on the contents and methodology to derive at the SDBIP. As a first step, the IDP objectives need to be quantified and related into key performance indicators. The budget is aligned to the objectives, projects and milestones to enable the SDBIP to serve as monitoring tool for service delivery. What gets measured gets done, therefore it should be noted, that in order to improve on certain processes and co-operation within the municipality, process indicators have been developed for measurement purposes during 2019/20 Financial year. The Mandeni Local Municipality has incorporated the following relevant components into their SDBIP, but has used the initiative to devise it as follows:

- *Monthly projections of Revenue by Source.*
- *Monthly projections Expenditure by (Department) Vote.*
- *Overview of alignment IDP.*
- *Quarterly projections of service delivery targets and performance indicators for each (Department) Vote.*
- *Capital Works Plan over three years.*

In the development of Mandeni Local Municipality's SDBIP cognisance was taken of the IDP Priorities, Objectives and Strategies ensuring progress towards the achievement thereof. The SDBIP of the Mandeni Local Municipality is aligned to the Key Performance Areas (KPAs) as prescribed by Regulations 805 of 2006 and the IDP Guidelines by COGTA for purposes of alignment to the Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager.

The Institutional Indicators will form part of the Performance Agreements and Plans of the Municipal Manager and Managers directly accountable to the Municipal Manager. Indicators are assigned quarterly targets and responsibilities to monitor performance. The SDBIP serves as a management, implementation and monitoring tool that will assist the Mayor, Councillors, Municipal Manager and Senior Managers in delivering services to the community. The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan.

Top Management is held accountable for the implementation of the consolidated projects and Key Performance Indicators. In the Lower level SDBIP, Divisional Heads will be held accountable for the implementation of the projects for that department, although all Top Managers are on average held accountable for implementing their departments' projects within time and budget. From the consolidated information, Senior Management is expected to develop the next level of detail by breaking up outputs into smaller outputs and then linking and assigning responsibility to middle-level and junior managers and will be contained in the Lower SDBIP, which is not required to be approved by Council neither to be published. For 2019/20 financial year, the lower SDBIP will contain the responsibilities of the Divisional Managers. This lower SDBIP is a management tool for Top Management and need not be made public and is a separate document for each internal department.

1.3.1 PREPARATION OF THE SDBIP

"Section 69 (3) (a) of the MFMA requires the accounting officer (Municipal Manager) to submit draft SDBIP and annual performance agreements for the municipal manager and all senior managers, as required in terms of section 57 (1) (b) of the Municipal Systems Act. These should be submitted to the mayor not later than 14 days after the approval of the annual budget. The Mayor in accordance with section 53 (3) (a) & (b) of the MFMA must not later than 14 days after the approval of the SDBIP ensure that the revenue and expenditure projections for each month and service delivery targets and performance indicators for each quarter, as set out in the SDBIP are made public. In the light of this statement must also ensure that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are also made public. Copies of such performance agreements must be submitted to the Council and MEC for local government in the province".

These are the legal requirements and deadline limits to assist a municipality to comply with the law-however, best practice suggests that this be done earlier by municipalities, starting with senior managers to draw up their second layer departmental SDBIPs in the early stages of the planning and budget preparation process in line with the strategic direction set in the IDP. The mayor and municipal manager should lead this process.

The municipality should ideally publish its draft SDBIP with its draft budget, or soon after as supporting documentation to assist its budget hearings process normally held at the end of March or in April. As noted above, the SDBIP should be submitted to the Mayor by 1 May at the latest. If the draft SDBIP is to be provided for the budget hearings, the municipality may want to bring this date forward, or provide departmental SDBIPs as supporting information to the relevant committee around the end of March. In this case, the Mayor will need to approve such departmental or draft SDBIP by mid-March.

It should be noted that it is up to the municipality to determine extra detail, and whether they wish to bring forward their deadlines for submission and approval. A municipality could also opt to have a high level SDBIP complete with ward break-downs for tabling and publication, but may also in addition make available lower layer departmental SDBIPs and other information as requested by Council.

With careful planning of the budget process it may be possible for the Mayor to approve the SDBIP in less than 7 days after the council approves the budget. Legally, to take account of possible revisions to the budget, the Act allows for this to occur not later than 28 days after budget approval.

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through Section 71 and 72 reports, and evaluated through the annual report process.

1.3.2 SDBIP PROCESS

The SDBIP process comprises the following stages, which forms part of a cycle:

Planning:

During this phase the SDBIP process Plan is developed, to be tabled with the IDP Process Plan. SDBIP related processes e.g. workshop schedules distribution of circulars and training workshops, are also reviewed during this phase.

Strategizing:

During this phase the IDP is reviewed and subsequent SDBIP programme and projects for the next 5 years based on local, provincial and national issues, previous year's performance and current economic and demographic trends etc.

Tabling:

Consultation with the community and stakeholders of the IDP on the SDBIP is done through budget hearings and formal local, provincial and national inputs or responses are also considered in developing the final document.

Adoption:

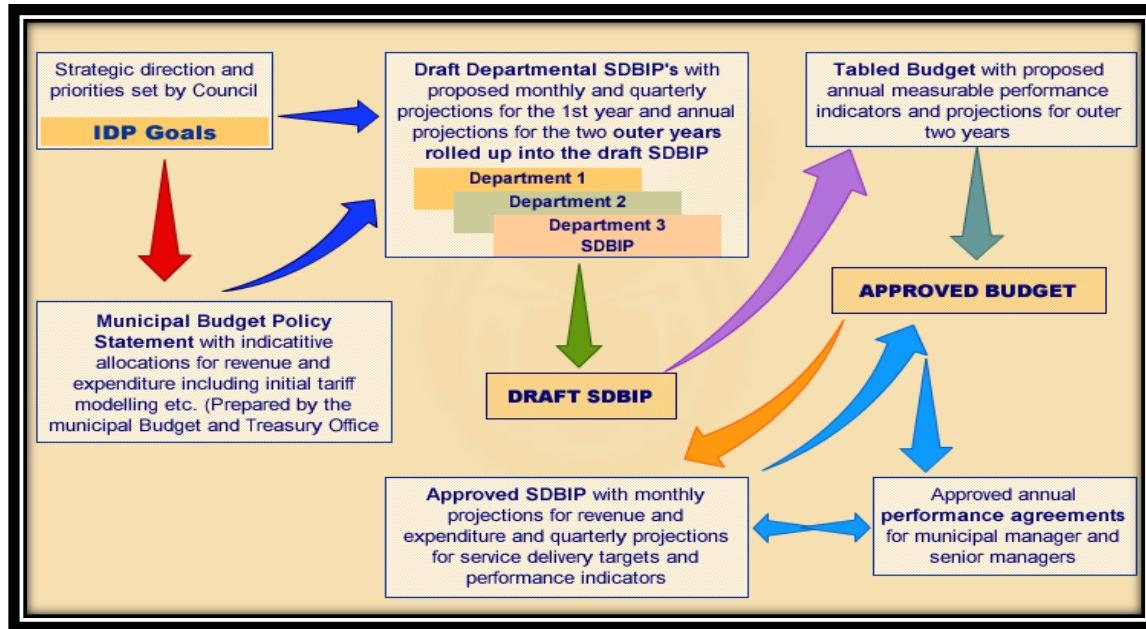
The Mayor approves the SDBIP no later than 28 days after the adoption of the Municipality's budget.

Publishing:

The adopted SDBIP is made public and is published on the Council's website.



Figure 2: The process for preparing and approving the SDBIP, as depicted in the MFMA Circular No.13, is diagrammatically summarised as follows:



1.3.3 REPORTING ON THE SDBIP

This section covers reporting on the SDBIP as a way of linking the SDBIP with the oversight and monitoring operations of the Municipal Administration. Various reporting requirements are outlined in the MFMA and both the Mayor and the Accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports for which the MFMA requires. These reports then allow the Council to monitor the implementation of Service Delivery Programs and Initiatives across the Municipality boundaries.

1.3.3 .1 Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the Accounting Officer of a municipality no later than 10 working days, after the end of each month.

Reporting must include the following:

- actual revenue, per source;
- actual borrowings;
- actual expenditure, per vote;
- actual capital expenditure, per vote;
- the amount of any allocations received

If necessary, explanation of the following must be included in the monthly reports:

- Any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote
- Any material variances from the service delivery and budget implementation plan and;
- Any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipalities approved budget.

1.3.3.2 Quarterly Reporting

Section 52 (d) of the MFMA compels the Mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

1.3.3.3 Mid-year Reporting

Section 72 (1) (a) of the MFMA outlines the requirements for mid-year reporting.

The Accounting Officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year considering:

- The monthly statements referred to in section 71 of the first half of the year;
- The municipalities service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the Service Delivery and Budget Implementation Plan;
- The past year's annual report, and progress on resolving problems identified in the annual report; and,
- The performance of every municipal entity under the sole or shared control of the municipality, considering reports in terms of section 88 from any such entities.
- Based on the outcomes of the mid-year budget and performance assessment report, an adjustments budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP.
- The SDBIP is also a living document and may be modified based on the mid-year performance review. Thus, the SDBIP remains a kind of contract that holds The Mandeni Municipality accountable to the community.

1.3.3.4 Annual Reporting

The Annual Performance Report is compiled in terms of the Municipal Systems Act (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circular 11 and 63 on annual reporting. This report covers the performance information of a Financial Year and focuses on the implementation of the Service Delivery Budget and Implementation Plan (SDBIP), in relation to the objectives as encapsulated in the Municipality's Integrated Development and Plan (IDP).

The Mayor will be required to report to the full Council on the overall municipal performance. It is proposed that this reporting take place using the municipal scorecard in an Annual Performance Report format as per the Municipal Systems Act (MSA). The said Annual Performance Report will form part of the municipality's Annual Report as per section 121 of the Municipal Finance Management Act.

1.3.4. PRINCIPLES UNDER-PINNING OUR SDBIP

The Municipality commits to the following key principles in its implementation of the SDBIP. That the process:

- Must be used as a management tool and incorporated into existing ways of managing performance in the municipality.



- Measurement must be based on clearly defined targets and agreed timeframes.
- Must align strategic organizational development goals and budget prioritization linked to community needs and resource constraints.
- Must provide for measurement of progress against IDP commitments;
- Only focus on budgeted projects
- Must ensure measurement of performance against National KPIs
- Must promote use as an early warning system
- Must focus on outcomes (development impact achievements)
- Must provide clarity to all employees on their role in the achievement of municipal and departmental targets.



2.1 VISION

"TO BE A RELIABLE PEOPLE CENTERED AND SUSTAINABLE ECONOMIC HUB BY 2030"

2.2 MISSION

- We will achieve our mission by:
- Continuously striving for better
 - Excelling in all key processes of service delivery
 - Continuously listening and responding to our communities and all stakeholders
 - Remaining financially astute

2.3 CORE VALUES

In keeping with the principles of Batho Pele our conduct will be guided by the following:

- Honesty
- Transparency
- Integrity
- Inclusiveness
- Commitment
- Professionalism

2.4 MUNICIPAL BACKGROUND

Mandeni Local Municipality is one of the four local municipalities under the jurisdiction of Ilembe District Municipality in Kwa-Zulu Natal Province. It is divided into 18 wards and has 180 ward committee members. The municipality is led by a council of 35 elected councillors. The Mayor is the chairperson of the Executive Committee which is comprised of senior councillors and some of these Councillors serve as chairpersons of the municipality's Portfolio Committees. Mandeni Municipality (KZN 291) is a Category B Municipality. As determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act 1998, the powers and functions listed below have been assigned to Mandeni Municipality.

Table 2: Powers and Functions of the Municipality as per the Constitution

CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA	
SCHEDULE 4 PART B	The municipality has the authority to approve building plans in accordance with the National Building Regulations.
	Electricity and Gas Reticulation is partly done by the municipality together with Eskom, providing electricity in the licensed areas, with the remainder done by Eskom.
	Fire Fighting Services are outsourced.
	Municipal Planning: Development Planning receives applications, process them and recommends them to the portfolio committee for approval.
	Storm water management systems are found in built-up areas; this is done according to the Municipal storm water master plan which guides municipal storm water
SCHEDULE 5 PART B	Cemeteries – The municipality is currently undertaking a study to establish a regional cemetery.
	Cleaning – Municipal Halls, use food for waste, Zibambele and Community Works Programs for cleaning streets and other amenities.
	Municipal Roads – road maintenance and road construction.
	Refuse Removal, refuse dumps and solid waste disposal
	Street lighting- Municipality and Eskom.
	Traffic and parking – performed by the municipality.

2.5 MUNICIPAL HIGH-LEVEL STRATEGIC MAPPING

Table 3: Municipal High-level Strategic Mapping

NATIONAL KPA's	OUTCOMES 9	BACK TO BASIC PILLARS	IDP STRATEGIC ISSUES
Basic Infrastructure and Service Delivery	Improved Access to Basic Services	Service Delivery: Creating Conditions for Decent Living)	<ul style="list-style-type: none"> • Electricity • Access to roads and storm water • Telecommunications • Community and public facilities • Solid waste disposal • Housing • Land use management systems
Local Economic Development	Community Work Programme Implemented and Cooperatives Supported	Service Delivery	<ul style="list-style-type: none"> • Local Economic Development • Tourism Planning • Agricultural Development • Cooperatives and SMME's • Public Private Partnerships



			Business Support and Development
Community Services and Social Development	Community Work Programme Implemented and Cooperatives Supported	Good Governance and Public Participation	<ul style="list-style-type: none"> • Education • Health • Social Security • Community Safety • Disaster Management • Gender, youth and people with disabilities • Sports and Recreation • HIV and Aids • Community and Public Facilities • Land Reform • Environmental Sustainability • Arts and Culture • Cemeteries and Crematoria
Municipal Financial Viability and Management	Improved Municipal Financial and Administrative Capability	Sound Financial Management	<ul style="list-style-type: none"> • Budgeting and Reporting • Revenue Enhancement • Expenditure Control • Financial Management
Municipal Institutional Development and Transformation	Differentiated Approach to Municipal Financing, Planning and Support	Building Capable Local Government Institution	<ul style="list-style-type: none"> • Batho Pele • Performance Management • Human Resources • Information Technology • Administration
Good Governance and Public Participation	Deepening Democracy Through Refined Ward Committee System	Good Governance and Public Participation	<ul style="list-style-type: none"> • Integrated Development Planning • Policy Development • Public Participation • Internal Audit • Anti-Corruption Strategy

CHAPTER 3

3. SERVICE DELIVERY OBJECTIVES

The section that follows contains the municipal service delivery objectives, key Performance Indicators and targets for the 2019/20 financial year.

The first part contains council's high-level objectives, which indicate what the municipality hope to deliver at the end of the financial year and how the organisation will look like to both the external and internal customers.

Mandeni Local Municipality utilises the Balanced Score Card as the model to plan, implement, monitor and evaluate performance. With an emphasis on "balanced", the Scorecard uses four perspectives to answer critical service delivery questions. This provides the balance that successful organizations seek in measuring performance: The perspectives of the balanced Score Card are depicted in the table below:

Table 4: Balanced Score Card: Municipal Strategic Objectives Aligned to Goals

MANDENI STRATEGIC OBJECTIVES ALIGNED TO GOALS		
1.	Goal 1	Universal access to basic services and infrastructure development by 2030
1.1	Strategic Objective 1	Improve access to all infrastructure and services
2.	Goal 2	To develop a sustainable and efficient municipality based on sound financial management.
2.1	Strategic Objective 1	Ensure a financially viable municipality
3.	Goal 3	To foster a culture of community involvement and good governance in the affairs of the municipality
3.1	Strategic Objective 1	Ensure participative, transparent and accountable governance in the municipality.
4.	Goal 4	Promoting and facilitating human development
4.1	Strategic Objective 1	Achieve a holistic human development and capacitation for the realization of skilled and employable workforce
5.	Goal 5	Facilitate the creation of job opportunities
5.1	Strategic Objective 1	Facilitate the creation of employment opportunities for skilled and employable people
6.	Goal 6	Providing and facilitating access to social services and facilities
6.1	Strategic Objective 1	Ensure that our people have access to community facilities and services.
6.2	Strategic Objective 2	Aspire to a healthy, safe and crime free area.
7.	Goal 7	Promoting and facilitating environmental protection and sustainable spatial planning
7.1	Strategic Objective 1	Realize a completely protected environment
7.2	Strategic Objective 2	Facilitate the creation of a disaster ready community
7.3	Strategic Objective 3	Ensure an integrated and aligned development planning
8.	Goal 8	Provision of effective, efficient, transparent and accountable leadership
8.1	Strategic Objective 1	Creating a conducive working environment



PERSPECTIVE	DEFINITION	LEADING QUESTION
CUSTOMER	The municipality must focus on how to meet services required by community.	Is the organization delivering the services Communities or its customers want?
FINANCIAL	The municipality must focus on how to meet service needs in an efficient manner.	Is the service delivered at a good price?
INTERNAL BUSINESS	The municipality needs to focus on those critical operations that enable them to satisfy citizens.	Can the organisation improve upon a service by changing the way a service is delivered?
INNOVATION, LEARNING AND GROWTH	The organization's ability to improve and meet citizen demands ties directly to the employees' ability to meet those demands.	Is the organisation maintaining technology and employee training for continuous improvement?



CHAPTER 4
4. IDP ALIGNMENT ORGANISATIONAL SERVICE DELIVERY SCORECARD

MANDENI 2019/20 ORGANISATIONAL SCORECARD/TOP LAYER SDBIP								
IDP/ORG REF	NATIONAL KEY PERFORMANCE AREA (BACK TO BASIC PRINCIPLES)	STRATEGIC GOALS	MLM STRATEGIC OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	ANNUAL TARGET	RESPONSIBLE DEPARTMENT
4.1 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT								
BSD/TSID01	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT/ (SERVICE DELIVERY: CREATING CONDITIONS FOR DECENT LIVING) UNIVERSAL ACCESS TO BASIC SERVICE AND INFRASTRUCTURE DEVELOPMENT BY 2030 1.1 To improve access to all basic services			1.1.1 Maintain a functional water and sanitation forum with the district to collect quarterly reports to be submitted to IDTSPC	Number of quarterly reports on water and sanitation submitted to IDTSPC by 30 June 2020	Reports	4	TSID
BSD/TSID02				1.1.2 Maintain a functional Energy Forum	Number of energy forum meetings to be held by 30 June 2020	Meetings	1	TSID
BSD/TSID03; BSD/TSID04; BSD/TSID05; BSD /TSID06				1.1.3 Provide electricity infrastructure to all targeted households.	Number of targeted households with access to electricity	Number	849	TSID
BSD/TSID07				1.1.4 Installation of New streetlights within Mandeni	Number of new street-lights installed within various wards	Number	540	TSID
BSD/TSID13 BSD/TSID18				1.1.5 Ensure the existence of a road and storm-water infrastructure provision and maintenance framework	Contractor Appointment for the Upgrade and Improvement of Enembe Road in various wards by 30 June 2020	Appointment Letter	1	TSID
BSD/TSID14 BSD/TSID15				1.1.6 Rehabilitation, Repairs and Maintenance of existing roads and storm-water infrastructure	Length of Road Upgraded to G2 or G7 Formation Layer	Kilometres	3.1	TSID
BSD/TSID08; BSD TSID 09; BSD TSID 10; BSD TSID 11 & BSD TSID 12				1.1.8. Repair and maintenance of existing electricity infrastructure assets	Repair and maintenance of electricity assets	Commission Certificates and Photos and Date	30 June 2019	TSID
BSD / TSID 28				1.1.9. Installation of new street names within Mandeni	number of street names installed in various wards	Number	50	TSID
BSD/ TSID 29				1.1.10. Construct 1 multi-purpose hall in ward 13	Multi-purpose hall completed by 30 June 2020	Completion Certificate	30 June 2020	TSID
BSD/ TSID 30				1.1.11. Complete construction of Chappies Sports field ward 14	Chappies Sports field completed by 31 December 2020	Completion certificate	31 December 2019	TSID
BSD/TSID 31				1.1.12. Registration of a planned for Nembe Sports Field ward 5	Registration by 30 June 2020	NOR	30 June 2020	TSID
BSD/TSID 32				1.1.13. Installation of play park equipment in ward 14 by 30 June 2020	Installation of play park equipment in ward 14 by 30 June 2020	Number and Completion Certificate	30 June 2020	TSID
BSD/TSID 33				1.1.14. Ensure infrastructure investment initiatives co-ordinated to yield maximum impact	2 IDProgSC meetings to be held by 30 June 2019 9Q2/Q4)	Number	30 June 2020	TSID
BSD/TSID 34				1.1.15. Develop a first Draft of 5-year infrastructure investment plan in place to roll out infrastructure investment	Prepare a first draft of 5-year Capital infrastructure investment plan by 30 June 2020	Number of investment plan	30 June 2020	TSID
BSD/CPS01				1.1.16. Increase number of communal households by 4000 through procurement of 20 waste skips by 31 December 2019	Number of households with access to refuse removal at least once a week	Number of Households serviced	4000	TSID
BSD/EDPHS 1.0				1.1.17. Housing backlog reduction reports submitted to Exco and Council on a quarter basis	Number of housing projects progress reports submitted to EXCO and council by 30 June 2020	Number of Progress reports	30 June 2020	EDPHS
BSD / EDPHS 1.3				1.1.18. Ensure existence, updated and credible housing sector plan	Date of reviewing the municipal housing sector plan by 31 March 2020	Date of completion Housing sector plan Document	31 March 2020	EDPHS



MANDENI 2019/20 ORGANISATIONAL SCORECARD/TOP LAYER SDBIP

IDP /ORG REF	NATIONAL PERFORMANCE (BACK TO PRINCIPLES)	KEY AREA BASIC	STRATEGIC GOALS	MLM STRATEGIC OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	ANNUAL TARGET	RESPONSIBLE DEPARTMENT
4.2 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
MFVM O1	FINANCIAL VIABILITY AND MANAGEMENT (SOUND FINANCIAL MANAGEMENT) TO DEVELOP A SUSTAINABLE AND EFFICIENT MUNICIPALITY BASED ON SOUND FINANCIAL MANAGEMENT 2.2 Ensure a financially viable municipality.	2.2.1 Improve the audit opinion 2.2.2 Ensure the IDP aligned financial planning 2.2.3 Five Year Financial Plan 2.2.4 Effectively and efficiently manage the expenditure of the municipality 2.2.5 Manage and increase the municipal revenue base 2.2.6 Ensure that the municipality acquires goods and services in terms of supply chain regulations. 2.2.7 Ensure a constant and accurate financial reporting. 2.2.8 Ensure the existence of updated finance management strategies Financial viability expressed in ratios 2.2.10 To achieve 100% CAPEX	2.2.1 Improve the audit opinion	Number of reports submitted indicating decrease number of audit findings	number	4	BTO		
MFVM O2			2.2.2 Ensure the IDP aligned financial planning	Date adopting the IDP aligned financial planning	Date	30-Jun-20	BTO & EDPHS		
MFVM O3			2.2.3 Five Year Financial Plan	Date adopting the Five-Year Financial Plan	Date	30-Jun-20	BTO		
MFVM O4			2.2.4 Effectively and efficiently manage the expenditure of the municipality	% expenditure of the municipal budget spent quarterly 30 June 2020	Percentage	100%	BTO		
MFVM O5			2.2.5 Manage and increase the municipal revenue base	% achieved in reducing outstanding debts	Percentage	100%	BTO		
MFVM O6			2.2.6 Ensure that the municipality acquires goods and services in terms of supply chain regulations.	Conduct quarterly performance assessments of service providers	Number	4	BTO		
MFVM O7			2.2.7 Ensure a constant and accurate financial reporting.	date to develop compliance reporting checklist	Date	31-July-20	OMM		
MFVM O8			2.2.8 Ensure the existence of updated finance management strategies	date to review finance management strategies	Date	31- May-20	BTO		
MFVM O9			Financial viability expressed in ratios Outstanding service debtors to revenue ratio: total outstanding service debtors divided by annual revenue from services Cost coverage ratio: available cash plus investments divided by monthly fixed operating expenditure	Debt covered in ratio: total operational revenue less operational grants divided by debt service payment due within financial year	Ratio		BTO		
MFVM 10				Outstanding service debtors to revenue ratio: total outstanding service debtors divided by annual revenue from services					
				Cost coverage ratio: available cash plus investments divided by monthly fixed operating expenditure					
				2.2.10 To achieve 100% CAPEX	Percentage of municipal capital budget actually spent on capital projects identified for a particular financial year in terms of IDP	Percentage	100%	BTO	

MANDENI 2019/20 ORGANISATIONAL SCORECARD/TOP LAYER SDBIP

IDP/ORG REF	NATIONAL KEY PERFORMANCE AREA (BACK TO BASIC PRINCIPLES)	STRATEGIC GOALS	MLM STRATEGIC OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	ANNUAL TARGET	RESPONSIBLE DEPARTMENT
4.3 GOOD GOVERNANCE AND PUBLIC PARTICIPATION								
GGPP 01	GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GOOD GOVERNANCE AND PUBLIC GOVERNANCE AND PUBLIC INVOLVEMENT IN THE AFFAIRS OF THE MUNICIPALITY)	2.3 Ensure a participative, transparent and accountable governance in the Municipality	2.3.1 Improve the public participation processes 2.3.2 Ensure the existence and functionality of the public participation structures 2.3.3 Ensure functional municipal structures	2.3.1 Improve the public participation processes	Date of adoption Public Participation Strategy	Date	30-Sep-20	OMM
GGPP 02				2.3.2 Ensure the existence and functionality of the public participation structures	Date revising the existing communication strategy.	Date	30-Sep-20	OMM
GGPP 03				2.3.3 Ensure functional municipal structures	Name and dates of all municipal structures sittings such as IDP Rep Forum, Audit Committee, MPAC, other Service Delivery Forums, EXCO and Council	Date	30-June-20	OMM



MANDENI 2019/20 ORGANISATIONAL SCORECARD/TOP LAYER SDBIP

MANDENI 2019/20 ORGANISATIONAL SCORECARD/TOP LAYER SDBIP									
IDP/ORG REF	NATIONAL PERFORMANCE (BACK TO PRINCIPLES)	KEY AREA BASIC	STRATEGIC GOALS	MLM STRATEGIC OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	ANNUAL TARGET	RESPONSIBLE DEPARTMENT
4.4 LOCAL ECONOMIC DEVELOPMENT									
LED 01	LOCAL ECONOMIC DEVELOPMENT (SERVICE DELIVERY)	3. PROMOTING AND FACILITATING HUMAN DEVELOPMENT	4. FACILITATE THE CREATION OF JOB OPPORTUNITIES	3.1 Achieve a holistic human development and capacitation for the realisation of skilled and employable workforce	3.1.1 Improve the community skills base	number of training provided intended to improving the community skills in particular SMMEs	number	4	EDPHS
LED 02					3.1.2 Ensure the empowerment of youth, women and people living with disabilities	number /of campaigns conducted for the empowerment of youth, women and people living with disabilities	number	4	CSPS/OMM
LED 03					4.1.1 Implement the EPWP programme	Number of new EPWP recruits appointed	Number	400	ALL DEPARTMENTS
LED 04					4.1.2 facilitate the implementation of the CWP	Number of quarterly reports implementation of the CWP	Number	4	CSPS
LED 05					4.1.3 Unlock the agricultural potential	Number of projects intended to unlock the agricultural potential	Number	4	EDPHS
LED 06					4.1.4 Promote the manufacturing sector activities	Number of activities conducted to Promote the manufacturing sector activities	Number	4	EDPHS
LED 07					4.1.5 Facilitate SMME development	Number of SMME assisted	Number	10	EDPHS
LED 08					4.1.6 Promote Mandeni to be a tourist destination	Number of reports and activities conducted to Promote Mandeni to be a tourist destination	Number	4	EDPHS
LED 09					4.1.7 Increase job opportunities	Number of jobs created through municipal LED	Number		EDPHS

MANDENI 2019/20 ORGANISATIONAL SCORECARD/TOP LAYER SDBIP

MANDENI 2019/20 ORGANISATIONAL SCORECARD/TOP LAYER SDBIP									
IDP/ORG REF	NATIONAL PERFORMANCE (BACK TO PRINCIPLES)	KEY AREA BASIC	STRATEGIC GOALS	MLM STRATEGIC OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	ANNUAL TARGET	RESPONSIBLE DEPARTMENT
4.5 COMMUNITY SERVICES AND SOCIAL DEVELOPMENT									
CSSD 01	COMMUNITY SERVICES AND SOCIAL DEVELOPMENT	To improve service delivery and facilitate provision and maintenance of a new and existing infrastructure	5. PROVIDING AND FACILITATING ACCESS TO SOCIAL SERVICES AND FACILITIES.	5.1 Ensure that our people have access to community facilities and services	5.1.1 Provide the library services	Number of Quarterly reports on library services provided and maintained	number	4	CSPS
CSSD 02					5.1.2 Facilitate the provision of new community facilities	Number of new community facilities provided	Number	4	TSID
CSSD 03					5.2.1 Ensure the municipal contribution to HIV/AIDS	Number of HIV/AIDS campaigns conducted	Number	4	CSPS
CSSD 04					5.2.2 Ensure the municipal contribution to community safety	Percentage reduction in the number of incidents reported	percentage	100%	CSPS
CSSD 05					5.2.3 Design and implement sport, arts and heritage	Date of completion of the sport, arts and heritage	Date	30-Jun-19	TSID
CSSD 06					5.2.4 Design and implement sports, arts and heritage celebration programs	Number of sports, arts and heritage celebration programs conducted	Number	4	CSPS
CSSD 07					Provide access to solid waste disposal services	Number of households with access to basic level of water, sanitation, electricity and solid waste removal	Number		CSPS
CSSD 08					Provision of free basic services (water, sanitation and refuse removal)	Number of households earning less than R 1 100.00 per month with the access to free basic services	Number		CSPS



IDP/ORG REF	NATIONAL PERFORMANCE (BACK TO PRINCIPLES)	KEY AREA BASIC	STRATEGIC GOALS	MLM STRATEGIC OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	ANNUAL TARGET	RESPONSIBLE DEPARTMENT
4.6 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
MTID 01	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	2. Provision of effective, efficient ,transparent and accountable leadership	2.1 Creating a conducive working environment	2.1.1 Maintain and improve the municipal policies	Date of adopting the reviewed municipal policies	Date	30-Jun-20	CSD	
MTID 02				2.1.2 Ensure effective and efficient human resource management	Date of reviewed Human Resources Policies adopted by Council	Date	30-Jun-20	CSD	
MTID 03				2.1.3 Ensure effective and efficient human resource development	Number of employees trained as per implementing its work place skills plan	Number	50	CSD	
MTID 04				2.1.4 Improve performance	Number of Performance Reviews conducted	Number	4	OMM	
MTID 05				2.1.5 Improve information technology and document management systems	Date of adopting the ICT contingency plan by council	Date	31-Dec-20	CSD	
MTID 06				2.1.6 Improve on customer care	Date of completing customer care survey and implementation	Date	31-Dec-20	CSD	
MTID 07				2.1.7 Maintain and improve municipal buildings and assets	Number of reports on the status of municipal buildings and assets to Council	Number	4	CSD/BTO	
MTID 08				2.1.8 Implementation of the employment equity plan	Number of people from employment equity target groups employed in the three highest levels of management in compliance with approved employment equity plan	Number		CSD	

IDP/ORGREF	NATIONAL PERFORMANCE (BACK TO PRINCIPLES)	KEY AREA BASIC	STRATEGIC GOALS	MLM STRATEGIC OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	ANNUAL TARGET	RESPONSIBLE DEPARTMENT
4.7 SPATIAL RATIONAL AND ENVIRONMENTAL MANAGEMENT (BACK TO BASICS –Cross cutting measures)									
SEM 01	SPATIAL RATIONAL AND ENVIRONMENTAL MANAGEMENT	Promoting and facilitating environmental protection and sustainable spatial planning.	6.1 Realise a completely protected environment	6.1.1 Improve community awareness on environmental protection	Number of community awareness programmes conducted on environmental protection	Number	2	EDPHS	
SEM 02				6.1.2 Implement the coastal management plan	Date Implement the coastal management plan	Date	30-June-20	EDPHS	
SEM 03			6.2 Facilitate a creation of disaster ready community	6.2.1 Develop and adopt the disaster management plan	Date of adopting the disaster management plan by council	Date	30-June-20	CSPS	
SEM 04				6.2.2 Create a community disaster awareness	Number of community disaster awareness programmes conducted	Number	8	CSPS	
SEM 05			6.3 Ensure an integrated and aligned development planning	6.3.1 Implement the Spatial Development Framework (SDF)	Date of reviewed SDF	Date	31 Mar 20	EDPHS	
SEM 06				6.3.2 Implement the Dokodweni Local Area Development Plan	Date to Implement the Dokodweni Local Area Development Plan	Date	30-June-20	EDPHS	
SEM 07				6.3.3 Implement the Tugela Mouth Local Area Development Plan	Date to implement the Tugela Mouth Local Area Development Plan	Date	30-June-20	EDPHS	
SEM 08				6.3.4 Ensure awareness on the municipal land use guideline	Number of Land Use Management Capacity Building workshops for stakeholders	Number	2	EDPHS	



MANDENI 2019/20 ORGANISATIONAL SCORECARD/TOP LAYER SDBIP

IDP/ORGREF	NATIONAL PERFORMANCE (BACK TO PRINCIPLES)	KEY AREA BASIC	STRATEGIC GOALS	MLM STRATEGIC OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	ANNUAL TARGET	RESPONSIBLE DEPARTMENT
4.7 SPATIAL RATIONAL AND ENVIRONMENTAL MANAGEMENT (BACK TO BASICS –Cross cutting measures)									
SEM 09					6.3.5 Promote the municipal integrated planning	Number of engagement sessions with various Stakeholders to Promote the municipal integrated planning	Number	4	EDPHS

CHAPTER 5: FINANCIAL REPORTING

5.1 FINANCIAL SUMMARY BACKGROUND

The Mandeni Municipality has adopted a MSCOA Adjustment Budget for the 2019/20 Financial Year. Approximately 47, 75% of the original budgeted operating expenditure of **R 247 900 million** was spent as at 31 December 2019 at 43% and 55% of the original projected revenue was raised. The Mandeni Municipality upon care full consideration of the projected budget and the actual implementation, has decided to increase and where necessary decrease allocations accordingly.

Increase/Decrease in Revenue

	Original Budget 2018/2019	Adjusted Budget	Adjustment Budget 2018/2019	% Increase
Sevice charges-Electricity	20 393 853.46	3 500 000.00	23 893 853.46	14.65%
Service charges- Refuse	8 393 400.00	650 000.00	9 043 400.00	7.19%
Interest earned - outstanding	4 400 000.00	8 660 000.00	13 060 000.00	66.31%
Other Reveue	355 810.00	150 000.00	505 810.00	29.66%

- Service charges- Electricity allocation has increased by 14.65%. uMngeni Water is one of the highest suppliers of electricity as the Mandeni Municipality is the supplying authority.
- Service charges-Refuse is being increased by 7.19% from the total collection of 110.45% at the end of December 2019.
- An increase of the Interest earned – outstanding debtors has been increased by a 66, 31% against the budget amount of the R4,4 million, which has R6,1million collection or 140,55% as at December 2019. It is clear that the Municipality has understated budget for this line item.
- Other revue allocation has been increased by 29.66% of its total Budget of R355 810 which collections is at 98% at the end of December 2019. Other revenue vote includes revenue from the Tender documents, photocopies and escort fees.

Increase/Decrease in Expenditure

	Original Budget 2018/2019	Adjusted Budget	Adjustment Budget 2018/2019	% Increase
Debt impairment	5 799 579.96	9 268 000.00	15 067 579.96	62.00%
Bulk purchases	17 331 363.29	4 000 000.00	21 331 363.29	19.00%
Other materials	33 069 500.00	-	15 054 400.00	-83.57%
Contracted services	16 133 180.00	6 500 000.00	22 633 180.00	28.72%
Other expenditure	39 670 290.00	10 478 539.25	50 148 829.25	21%

- Debt impairment has been adjusted to R15, 1million with a total adjustment increase of R9.3million. The debt impairment is determined based on an annual collection rate of 79% and the municipality's Debt-write off Policy and also 60/40 rebate offered to its customers and Ingonyama Trust Debt.
- A bulk electricity purchase is adjusted to R21, 3million, with a total bulk increase of R4 million. For covering the bulk consuming of uMngeni water.
- Other Materials allocation includes Repairs and Maintenance allocation of the Municipality's Maintenance structure. Repairs and Maintenance total is at R6, 1million as at the end of December 2019. However during mid-year the municipality had to reclassify this item based on the mid-year performance.
- Contracted Services has been increased to R22, 6million with a total expenditure of 69% as at the end of the December 2019 from the budget of R16, 1million.
- General expenditure is totaling to R50, 1million with a total increase of R10, 5million, this category comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved.

Total adjusted Capital expenditure amounts to **R14 834 133.61**, which includes Capital expenditure and Internal Funding.

	Original Budget 2018/2019	Adjusted Budget	Adjustment Budget 2018	% Increase/Decrease
Capital	45 373 000.00	16 189 133.61	61 562 133.61	26.30
Own Funding	11 174 291.29	-	9 819 291.29	-13.80
	56 547 291.29	14 834 133.61	71 381 424.90	



Table 6: Main Municipal Adjusted Capital Projects for 2019/20

Main Adjusted Capital Projects	
Establishment of new Protection Services Centre	400 000.00
Laptops & Computers	550 000.00
Upgrade of Ingwenya Nature Reserve	20 000.00
Purcahse of Grader	3 900 000.00
Replacement of RMU in ward 3(Patrys Rd)by 30 June 2019	650 000.00
Procument of Computers	120 000.00
construction of parking at isithebe modular library	240 000.00
fencing at Isithebe modular library	800 920.00
Construction of Storm water drainage	200 000.00
Construction of Retaining wall Sithebe Libray	200 000.00
Installation of External Water Tank	30 000.00
Inyoni Slum Clearance	9 084 214.00
Isithebe Housing Project	5 500 000.00



Table 6 below indicates a Consolidated Overview of the 2019/20 & MTREF

KZN291 Mandeni - Table B1 Adjustments Budget Summary - 28-02-2019												
Description	Budget Year 2018/19										Budget Year +1 2019/20	Budget Year +2 2020/21
	Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	Adjusted Budget	
R thousands	A	1 A1	2 B	3 C	4 D	5 E	6 F	7 G	8 H			
Total Operating Revenue	247,900	-	769	-	-	1,563	12,860	15,192	263,092	278,241	300,067	
Total Expenditure	247,900	-	769	-	-	492	13,931	15,192	263,092	278,241	300,067	
Surplus/ (Deficit) for the year	45,373	-	-	-	-	15,669	(1,071)	14,598	59,971	56,411	37,202	
<u>Capital expenditure & funds sources</u>												
Total Capital Expenditure	56,547	-	-	-	-	16,189	(1,355)	14,834	71,381	56,411	37,202	

5.2 PROJECTIONS OF REVENUE TO BE COLLECTED BY SOURCE

Table 7: Summary of revenue classified by main revenue source

KZN291 Mandeni - Table B4 Adjustments Budget Financial Performance (revenue and expenditure) - 28-02-2019													
Description	Ref	Budget Year 2018/19										Budget Year +1 2019/20	Budget Year +2 2020/21
		Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	Adjusted Budget	
R thousands	1	A	3 A1	4 B	5 C	6 D	7 E	8 F	9 G	10 H			
<u>Revenue By Source</u>													
Property rates	2	47,732	-	-	-	-	-	-	-	47,732	50,056	52,475	
Service charges - electricity revenue	2	20,394	-	-	-	-	-	3,500	3,500	23,894	28,995	34,649	
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-	-	
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-	-	
Service charges - refuse revenue	2	8,393	-	-	-	-	-	650	650	9,043	8,847	9,333	
Service charges - other													
Rental of facilities and equipment		271								271	286	302	
Interest earned - external investments		2,900								2,900	3,057	3,225	
Interest earned - outstanding debtors		4,400						8,660	8,660	13,060	4,638	4,893	
Dividends received													
Fines, penalties and forfeits		500								500	527	556	
Licences and permits		1,472						(100)	(100)	1,372	1,552	1,637	
Agency services													
Transfers and subsidies		161,481		769		1,563		2,332	163,813	179,910	192,602		
Other revenue	2	356	-	-	-	-	150	150	506	375		396	
Gains on disposal of PPE													
Total Revenue (excluding capital transfers and		247,900	-	769	-	1,563	12,860	15,192	263,092	278,241	300,067		



Description	Ref	Budget Year 2018/19										Budget Year +1	Budget Year +2
		Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	2019/20	2020/21
R thousands	1	A	3 A1	4 B	5 C	6 D	7 E	8 F	9 G	10 H			
Expenditure By Type													
Employee related costs		84,109	—	—	—	—	—	—	—	84,109	88,650	93,526	
Remuneration of councillors		13,442							—	13,442	14,481	15,278	
Debt impairment		5,800						9,268	9,268	15,068	11,651	14,947	
Depreciation & asset impairment		29,097	—	—	—	—	—	—	—	29,097	35,669	39,630	
Finance charges		920					—	—	—	920	1,319	1,392	
Bulk purchases		17,331	—	—	—	—	—	4,000	4,000	21,331	18,250	18,341	
Other materials		33,070						(15,054)	(15,054)	18,015	35,744	41,334	
Contracted services		16,133	—	—	—	—	—	6,500	6,500	22,633	17,004	17,940	
Transfers and subsidies		8,329						—	—	8,329	10,626	8,716	
Other expenditure		39,670	—	769	—	—	492	9,217	10,479	50,149	44,846	48,963	
Loss on disposal of PPE									—	—			
Total Expenditure		247,900	—	769	—	—	492	13,931	15,192	263,092	278,241	300,067	



5.3 MONTHLY OPERATING EXPENDITURE

Table 8: MBRR SB14 - Budgeted monthly revenue and expenditure

KZN291 Mandeni - Supporting Table SB14 Adjustments Budget - monthly revenue and expenditure - 28-02-2019

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget						
R thousands																
Revenue By Source																
Property rates	2	4,294	1,727	3,153	3,226	3,184	5,358	5,358	5,358	5,358	5,358	5,358	47,732	50,056	52,475	
Service charges - electricity revenue	821	659	2,813	808	620	3,485	2,448	2,448	2,448	2,448	2,448	2,448	23,894	28,995	34,649	
Service charges - water revenue							—	—	—	—	—	—	—	—	—	—
Service charges - sanitation revenue							—	—	—	—	—	—	—	—	—	—
Service charges - refuse	777	793	769	740	715	741	752	752	752	752	752	752	9,043	8,847	9,333	
Service charges - other							—	—	—	—	—	—	—	—	—	—
Rental of facilities and equipment	12	13	20	16	27	12	29	29	29	29	29	29	271	286	302	
Interest earned - external investments	123	157	195	444	412	315	209	209	209	209	209	209	2,900	3,057	3,225	
Interest earned - outstanding debtors	15	1,410	1,130	1,189	1,218	1,222	1,146	1,146	1,146	1,146	1,146	1,146	13,060	4,638	4,893	
Dividends received							—	—	—	—	—	—	—	—	—	—
Fines, penalties and forfeits	3	6	3	4	12	2	79	79	79	79	79	79	500	527	556	
Licences and permits	109	65	89	101	91	93	154	154	154	154	154	154	1,372	1,552	1,637	
Agency services							—	—	—	—	—	—	—	—	—	—
Transfers and subsidies	61,937	412	1,101	1,288	828	40,788							57,459	163,813	179,910	192,602
Other revenue	37	21	53	46	77	13	43	43	43	43	43	43	43	506	375	396
Gains on disposal of PPE													—	—	—	—
Total Revenue		63,836	7,831	7,899	7,788	7,226	49,855	10,216	10,216	10,216	10,216	10,216	67,575	263,092	278,241	300,067
Expenditure By Type																
Employee related costs	6,295	6,169	7,475	6,712	10,720	6,553	6,697	6,697	6,697	6,697	6,697	6,697	84,109	88,650	93,526	
Remuneration of councillors	1,101	1,078	1,077	1,060	1,065	1,064	1,166	1,166	1,166	1,166	1,166	1,166	13,442	14,481	15,278	
Debt impairment							2,528	2,528	2,528	2,528	2,528	2,528	2,428	15,068	11,651	14,947
Depreciation & asset impairment	2,196	2,190	2,225	2,785	2,351	2,347	2,500	2,500	2,500	2,500	2,500	2,500	29,097	35,669	39,630	
Finance charges		103		103			119	119	119	119	119	119	920	1,319	1,392	
Bulk purchases	3,193	2,411	2,159	1,480	1,609	—	1,747	1,747	1,747	1,747	1,747	1,747	21,331	18,250	18,341	
Other materials	466	662	1,924	868	1,168	1,048	1,980	1,980	1,980	1,980	1,980	1,980	18,015	35,744	41,334	
Contracted services	1,294	1,952	2,638	2,569	2,750	2,466	1,494	1,494	1,494	1,494	1,494	1,494	22,633	17,004	17,940	
Grants and subsidies	401	477	292	460	239	298	1,027	1,027	1,027	1,027	1,027	1,027	8,329	10,626	8,716	
Other expenditure	2,286	2,411	1,903	2,090	2,854	3,928	5,779	5,779	5,779	5,779	5,779	5,779	50,149	44,846	48,963	
Loss on disposal of PPE		(322)			7								315	—	—	—
Total Expenditure		17,232	17,132	19,692	18,127	22,763	17,703	25,038	25,038	25,038	25,038	25,038	25,253	263,092	278,241	300,067
Surplus/(Deficit)		46,604	(9,301)	(11,793)	(10,339)	(15,538)	32,152	(14,821)	(14,821)	(14,821)	(14,821)	(14,821)	42,322	(0)	(0)	0
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Transfers and subsidies - capital (in-kind - all))	1,136	711	2,739	3,836	4,094	10,302							37,153	59,971	56,411	37,202
Surplus/(Deficit) after capital transfers & c		47,740	(8,591)	(9,053)	(6,503)	(11,444)	42,454	(14,821)	(14,821)	(14,821)	(14,821)	(14,821)	79,475	59,971	56,411	37,202



Table 9: MBRR SB13 - Budgeted monthly revenue and expenditure (municipal vote)

KZN291 Mandeni - Supporting Table SB13 Adjustments Budget - monthly revenue and expenditure (functional classification) - 28-02-2019

Description - Standard classification	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget							
R thousands																	
Revenue - Functional																	
Governance and administration		18,455	18,455	18,455	18,455	18,455	18,455	18,455	18,455	18,455	18,455	18,455	18,455	221,454	239,541	257,544	
Executive and council		604	604	604	604	604	604	604	604	604	604	604	604	7,251	7,609	7,968	
Finance and administration		17,850	17,850	17,850	17,850	17,850	17,850	17,850	17,850	17,850	17,850	17,850	17,850	214,203	231,932	249,576	
Internal audit														—	—	—	
Community and public safety		591	591	591	591	591	591	591	591	591	591	591	591	1,360	7,860	6,408	6,764
Community and social services		430	430	430	430	430	430	430	430	430	430	430	430	5,154	4,322	4,566	
Sport and recreation		5	5	5	5	5	5	5	5	5	5	5	5	5	64	7	
Public safety		156	156	156	156	156	156	156	156	156	156	156	156	1,872	2,078	2,191	
Housing														769	769	—	
Health														—	—	—	
Economic and environmental services		67	67	67	67	67	67	67	67	67	67	67	67	67	809	1,417	176
Planning and development		67	67	67	67	67	67	67	67	67	67	67	67	67	809	1,417	176
Road transport														—	—	—	
Environmental protection														—	—	—	
Trading services		2,747	2,747	2,747	2,747	2,747	2,747	2,747	2,747	2,747	2,747	2,747	2,747	32,969	30,874	35,582	
Energy sources		1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	23,926	21,495	25,687	
Water management														—	—	—	
Waste water management														—	—	—	
Waste management		754	754	754	754	754	754	754	754	754	754	754	754	9,044	9,379	9,895	
Other														—	—	—	
Total Revenue - Functional		21,860	21,860	21,860	21,860	21,860	21,860	21,860	21,860	21,860	21,860	21,860	21,860	22,629	263,092	278,241	300,067
Expenditure - Functional																	
Governance and administration		11,012	11,012	11,012	11,012	11,012	11,012	11,012	11,012	11,012	11,012	11,012	11,012	132,140	135,718	138,177	
Executive and council		2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	29,038	27,552	29,168	
Finance and administration		8,592	8,592	8,592	8,592	8,592	8,592	8,592	8,592	8,592	8,592	8,592	8,592	103,102	108,165	109,009	
Internal audit														—	—	—	
Community and public safety		3,247	3,247	3,247	3,247	3,247	3,247	3,247	3,247	3,247	3,247	3,247	3,247	4,017	39,738	32,861	34,668
Community and social services		1,217	1,217	1,217	1,217	1,217	1,217	1,217	1,217	1,217	1,217	1,217	1,217	14,604	11,818	12,467	
Sport and recreation		66	66	66	66	66	66	66	66	66	66	66	66	66	788	831	876
Public safety		1,965	1,965	1,965	1,965	1,965	1,965	1,965	1,965	1,965	1,965	1,965	1,965	23,577	20,213	21,324	
Housing														769	769	—	
Health														—	—	—	
Economic and environmental services		4,005	4,005	4,005	4,005	4,005	4,005	4,005	4,005	4,005	4,005	4,005	4,005	48,061	81,221	94,048	
Planning and development		2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	26,394	35,224	37,161	
Road transport		1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	13,012	36,669	47,047	
Environmental protection		721	721	721	721	721	721	721	721	721	721	721	721	721	8,656	9,328	9,841
Trading services		3,596	3,596	3,596	3,596	3,596	3,596	3,596	3,596	3,596	3,596	3,596	3,596	43,153	28,441	33,172	
Energy sources		2,911	2,911	2,911	2,911	2,911	2,911	2,911	2,911	2,911	2,911	2,911	2,911	34,927	20,398	24,687	
Water management														—	—	—	
Waste water management														—	—	—	
Waste management		685	685	685	685	685	685	685	685	685	685	685	685	685	8,226	8,043	8,485
Other														—	—	—	
Total Expenditure - Functional		21,860	21,860	21,860	21,860	21,860	21,860	21,860	21,860	21,860	21,860	21,860	21,860	22,629	263,092	278,241	300,066
Surplus/ (Deficit) 1.		(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	0

KZN291 Mandeni - Table B2 Adjustments Budget Financial Performance (functional classification) - 28-02-2019

Standard Description	Ref	Budget Year 2018/19										Budget Year +1 2019/20	Budget Year +2 2020/21
		Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoi. d.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	Adjusted Budget	
R thousands	1, 4	A	5 A1	6 B	7 C	8 D	9 E	10 F	11 G	12 H			
Revenue - Functional													
Governance and administration	212,794	—	—	—	—	—	—	8,660	8,660	221,454	239,541	257,544	
Executive and council	7,251	—	—	—	—	—	—	—	—	7,251	7,609	7,968	
Finance and administration	205,543	—	—	—	—	—	—	8,660	8,660	214,203	231,932	249,576	
Internal audit	—	—	—	—	—	—	—	—	—	—	—	—	
Community and public safety	6,128	—	769	—	—	—	1,063	(100)	1,732	7,860	6,408	6,764	
Community and social services	4,092	—	—	—	—	—	1,063	—	1,063	5,154	4,322	4,566	
Sport and recreation	64	—	—	—	—	—	—	—	—	64	7	7	
Public safety	1,972	—	—	—	—	—	—	(100)	(100)	1,872	2,078	2,191	
Housing	—	—	769	—	—	—	—	—	769	769	—	—	
Health	—	—	—	—	—	—	—	—	—	—	—	—	
Economic and environmental serv	159	—	—	—	—	—	500	150	650	809	1,417	176	
Planning and development	159	—	—	—	—	—	500	150	650	809	1,417	176	
Road transport	—	—	—	—	—	—	—	—	—	—	—	—	
Environmental protection	—	—	—	—	—	—	—	—	—	—	—	—	
Trading services	28,819	—	—	—	—	—	—	4,150	4,150	32,969	30,874	35,582	
Energy sources	20,426	—	—	—	—	—	—	3,500	3,500	23,926	21,495	25,687	
Water management	—	—	—	—	—	—	—	—	—	—	—	—	
Waste water management	—	—	—	—	—	—	—	—	—	—	—	—	
Waste management	8,394	—	—	—	—	—	—	650	650	9,044	9,379	9,895	
Other	—	—	—	—	—	—	—	—	—	—	—	—	
Total Revenue - Functional	2	247,900	—	769	—	—	1,563	12,860	15,192	263,092	278,241	300,067	
Expenditure - Functional													
Governance and administration	116,850	—	—	—	—	—	—	15,290	15,290	132,140	135,718	138,177	
Executive and council	27,944	—	—	—	—	—	—	1,094	1,094	29,038	27,552	29,168	
Finance and administration	88,906	—	—	—	—	—	—	14,196	14,196	103,102	108,165	109,009	
Internal audit	—	—	—	—	—	—	—	—	—	—	—	—	
Community and public safety	31,177	—	769	—	—	(8)	7,800	8,561	39,738	32,861	34,668		
Community and social services	11,212	—	—	—	—	(8)	3,400	3,392	14,604	11,818	12,467		
Sport and recreation	788	—	—	—	—	—	—	—	788	831	876		
Public safety	19,177	—	—	—	—	—	4,400	4,400	23,577	20,213	21,324		
Housing	—	—	769	—	—	—	—	769	769	—	—	—	
Health	—	—	—	—	—	—	—	—	—	—	—	—	
Economic and environmental serv	59,230	—	—	—	—	—	500	(11,668)	(11,168)	48,061	81,221	94,048	
Planning and development	33,418	—	—	—	—	—	500	(7,524)	(7,024)	26,394	35,224	37,161	
Road transport	16,456	—	—	—	—	—	—	(3,444)	(3,444)	13,012	36,669	47,047	
Environmental protection	9,356	—	—	—	—	—	—	(700)	(700)	8,656	9,328	9,841	
Trading services	40,643	—	—	—	—	—	—	2,510	2,510	43,153	28,441	33,172	
Energy sources	32,417	—	—	—	—	—	—	2,510	2,510	34,927	20,398	24,687	
Water management	—	—	—	—	—	—	—	—	—	—	—	—	
Waste water management	—	—	—	—	—	—	—	—	—	—	—	—	
Waste management	8,226	—	—	—	—	—	—	—	—	8,226	8,043	8,485	
Other	—	—	—	—	—	—	—	—	—	—	—	—	
Total Expenditure - Functional	3	247,900	—	769	—	—	492	13,931	15,192	263,092	278,241	300,066	
Surplus/ (Deficit) for the year	2	0	—	—	—	—	1,071	(1,071)	(0)	(0)	(0)	0	1

KZN291 Mandeni - Table B3 Adjustments Budget Financial Performance (revenue and expenditure by municipal vote) - 28-02-2019

Vote Description	Ref	Budget Year 2018/19										Budget Year +1 2019/20	Budget Year +2 2020/21
		Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoi. d.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget	Adjusted Budget	
[Insert departmental structure etc]		A	3 A1	4 B	5 C	6 D	7 E	8 F	9 G	10 H			
Revenue by Vote													
Vote 1 - Executive Council	1	7,251	—	—	—	—	—	—	—	7,251	7,609	7,968	
Vote 2 - Budget & Treasury		205,543	—	—	—	—	—	8,660	8,660	214,203	231,933	249,575	
Vote 3 - Corporate Services		—	—	—	—	—	—	—	—	—	—	—	
Vote 4 - Planning and Development		159	—	—	—	—	500	150	650	809	1,417	176	
Vote 5 - Health		—	—	—	—	—	—	—	—	—	—	—	
Vote 6 - Community & Social		4,092	—	—	—	—	1,063	—	1,063	5,154	4,322	4,566	
Vote 7 - Housing		—	—	769	—	—	—	—	769	769	—	—	
Vote 8 - Public Saftey		1,972	—	—	—	—	—	(100)	(100)	1,872	2,078	2,193	
Vote 9 - Sports & Recreation		64	—	—	—	—							

Table 10: MBRR SB12 - Budgeted monthly revenue and expenditure (standard classification)

Budget Year 2018/19															Medium Term Revenue and Expenditure Framework		
Description	Ref	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget							
R thousands																	
Revenue by Vote		604	604	604	604	604	604	604	604	604	604	604	604	7,251	7,609	7,968	
Vote 1 - Executive Council		17,850	17,850	17,850	17,850	17,850	17,850	17,850	17,850	17,850	17,850	17,850	17,850	214,203	231,933	249,575	
Vote 2 - Budget & Treasury														—	—	—	
Vote 3 - Corporate Services														—	—	—	
Vote 4 - Planning and Development		67	67	67	67	67	67	67	67	67	67	67	67	809	1,417	176	
Vote 5 - Health														—	—	—	
Vote 6 - Community & Social		430	430	430	430	430	430	430	430	430	430	430	430	5,154	4,322	4,566	
Vote 7 - Housing														769	769	—	
Vote 8 - Public Safety		156	156	156	156	156	156	156	156	156	156	156	156	1,872	2,078	2,193	
Vote 9 - Sports & Recreation		5	5	5	5	5	5	5	5	5	5	5	5	5	7	7	
Vote 10 - Environment														—	—	—	
Vote 11 - Waste Management		754	754	754	754	754	754	754	754	754	754	754	754	9,044	9,379	9,895	
Vote 12 - Electricity		1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	23,926	21,495	25,687	
Vote 13 - Roads & Stormwater														—	—	—	
Vote 14 -														—	—	—	
Vote 15 -														—	—	—	
Total Revenue by Vote		21,860	21,860	21,860	21,860	21,860	21,860	22,629	263,092	278,241	300,067						
Expenditure by Vote																	
Vote 1 - Executive Council		2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	29,038	27,552	29,168	
Vote 2 - Budget & Treasury		6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275	6,275	75,302	83,239	82,712	
Vote 3 - Corporate Services		2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	2,317	27,799	23,767	25,074	
Vote 4 - Planning and Development		2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	26,394	35,223	37,160	
Vote 5 - Health														—	—	—	
Vote 6 - Community & Social		1,217	1,217	1,217	1,217	1,217	1,217	1,217	1,217	1,217	1,217	1,217	1,217	14,604	11,818	12,467	
Vote 7 - Housing														769	769	—	
Vote 8 - Public Safety		1,965	1,965	1,965	1,965	1,965	1,965	1,965	1,965	1,965	1,965	1,965	1,965	23,577	20,213	21,324	
Vote 9 - Sports & Recreation		66	66	66	66	66	66	66	66	66	66	66	66	66	788	831	876
Vote 10 - Environment		721	721	721	721	721	721	721	721	721	721	721	721	8,656	9,861	10,403	
Vote 11 - Waste Management		685	685	685	685	685	685	685	685	685	685	685	685	8,226	8,670	9,147	
Vote 12 - Electricity		2,911	2,911	2,911	2,911	2,911	2,911	2,911	2,911	2,911	2,911	2,911	2,911	34,927	20,398	24,687	
Vote 13 - Roads & Stormwater		1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	13,012	36,669	47,047	
Total Expenditure by Vote		21,860	21,860	21,860	21,860	21,860	21,860	22,629	263,092	278,241	300,067						
Surplus/ (Deficit)		(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	1

5.4

MONTHLY CAPITAL EXPENDITURE

Table 11: Sources of capital revenue over the MTREF

KZN291 Mandeni - Table B5 Adjustments Capital Expenditure Budget by vote and funding - 28-02-2019												Budget Year +1 2019/20	Budget Year +2 2020/21	
Description	Ref	Budget Year 2018/19										Budget Year +1 2019/20	Budget Year +2 2020/21	
		Original Budget	Prior Adjusted	Accum. Funds	Multi-year capital	Unfore. Unavoid.	Nat. or Prov. Govt	Other Adjusts.	Total Adjusts.	Adjusted Budget	Adjusted Budget			
R thousands														
Funded by:														
National Government		45,373					16,189		—	45,373		35,369		37,202
Provincial Government										16,189		16,189		19,042
District Municipality														
Other transfers and grants														
Transfers recognised - capital	4	45,373	—	—	—	—	16,189	—	16,189	61,562	54,411	37,202		
Public contributions & donations														
Borrowing														
Internally generated funds		11,174						(1,355)	(1,3					

Table 12: MBRR SB16 - Budgeted monthly capital expenditure (municipal vote)

Description - Municipal Vote	Ref	Budget Year 2018/19														Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21		
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget							
R thousands																		
Multi-year expenditure appropriation	1																	
Vote 1 - Executive Council																		
Vote 2 - Budget & Treasury																		
Vote 3 - Corporate Services																		
Vote 4 - Planning and Development																		
Vote 5 - Health																		
Vote 6 - Community & Social																		
Vote 7 - Housing																		
Vote 8 - Public Safety																		
Vote 9 - Sports & Recreation																		
Vote 10 - Environment																		
Vote 11 - Waste Management																		
Vote 12 - Electricity																		
Vote 13 - Roads & Stormwater																		
Vote 14 -																		
Vote 15 -																		
Capital Multi-year expenditure summary	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Single-year expenditure appropriation																		
Vote 1 - Executive Council																		
Vote 2 - Budget & Treasury		164	151		198													
Vote 3 - Corporate Services		503	462		51	304	250	250	230	137	250	100	750					
Vote 4 - Planning and Development												6,479	8,779	35,369	37,202			
Vote 5 - Health												-	-					
Vote 6 - Community & Social												8,707	8,707					
Vote 7 - Housing												14,598	14,598	19,042				
Vote 8 - Public Safety												-	400	2,000				
Vote 9 - Sports & Recreation												-	-					
Vote 10 - Environment												-	-					
Vote 11 - Waste Management												-	-					
Vote 12 - Electricity		48	1,019	443	657	49	8,974	3,388	4,759	282	4,647	2,643	(4,987)	2,450				
Vote 13 - Roads & Stormwater			2,331	1,257	4,078	4,962			3,597					35,697				
Vote 14 -																		
Vote 15 -																		
Capital single-year expenditure summary	3	211	4,003	2,162	4,933	5,062	9,279	3,638	5,009	4,516	5,027	2,643	24,898	71,381	56,411	37,202		
Total Capital Expenditure	2	211	4,003	2,162	4,933	5,062	9,279	3,638	5,009	4,516	5,027	2,643	24,898	71,381	56,411	37,202		



Table 1: MBRR SB17 - Budgeted monthly capital expenditure (Functional classification)

KZN291 Mandeni - Supporting Table SB17 Adjustments Budget - monthly capital expenditure (functional classification) - 28-02-2019																		
Description R thousands	Ref	Budget Year 2018/19													Medium Term Revenue and Expenditure Framework			
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21		
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget							
Capital Expenditure - Functional																		
Governance and administration		164	151	-	198	-	-	-	-	137	-	-	100	750	-	-	-	
Executive and council														-	-	-	-	
Finance and administration		164	151		198					137			100	750	-	-	-	
Internal audit													-	-	-	-	-	
Community and public safety		-	-	-	-	-	-	-	-	6,942	2,934	2,284	11,746	23,905	21,042	-	-	
Community and social services														8,907	8,907	-	-	
Sport and recreation														-	-	-	-	
Public safety														250	150	400	2,000	
Housing														6,692	2,784	2,284	2,838	
Health														-	14,598	19,042	-	
Economic and environmental services		48	2,833	1,719	4,078	5,013	9,279	3,638	5,009	3,847	4,877	2,643	1,292	44,276	35,369	37,202		
Planning and development			503	462		51	304	250	250	250	230			(0)	2,300	-	-	
Road transport		48	2,331	1,257	4,078	4,962	8,974	3,388	4,759	3,597	4,647	2,643	1,292	41,976	35,369	37,202		
Environmental protection														-	-	-	-	
Trading services		-	1,019	443	657	49	-	-	-	282	-	-	-	2,450	-	-	-	
Energy sources			1,019	443	657	49				282				-	2,450	-	-	
Water management														-	-	-	-	
Waste water management														-	-	-	-	
Waste management														-	-	-	-	
Other														-	-	-	-	
Total Capital Expenditure -		211	4,003	2,162	4,933	5,062	9,279	3,638	5,009	11,208	7,811	4,927	13,138	71,381	56,411	37,202		



CHAPTER 6: DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLAMANTATION PLANS (SDBIPs)

The scorecard provides the quarterly corporate targets against which the MLM will be held accountable. Service delivery targets and performance indicators will be cascaded into the Directorate, Departmental SDBIP (PDP-Section 56/57 employees), which will be used for internal monitoring of the organisation.

The layout of the annual scorecard is as follows:

- A. IDP/ POE Reference
- B. National Key Performance Areas/Back to Basics Principle
- C. Strategic Goals
- D. Strategic Objectives
- E. Strategies 2019/20
- F. Baseline 2019/20
- G. Key Performance Indicators
- H. Annual Target
- I. Source of Funding
- J. Portfolio of Evidence
- K. Ward
- L. Responsible Person/ Official



MANDENI OMM 2019/20 DEPARTMENTAL SCORECARD/LOWER LAYER SDBIP																		
IDP/ORG REF	SDBIP REF	National Key Performance Area	Strategic Goals	Strategic Objectives	Strategies 2019/20	Key performance indicator 2019/20	Baseline	Bac klog	An nua l Tar get	Annu al budg et	Qua rter 1	Qua rter 2	Qua rter 3	Qua rter 4	Reas ons for Vari ance	Corre ctive Meas ures	POE	Respo nsible Dept
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT/(SERVICE DELIVERY: CREATING CONDITIONS FOR DECENT LIVING)																		
BSD 02	OM M01	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT/(SERVICE DELIVERY: CREATING CONDITIONS FOR DECENT LIVING)	1. TO DEVELOP A SUSTAINABLE AND EFFICIENT MUNICIPALITY BASED ON SOUND FINANCIAL MANAGEMENT	2.2 Ensure a financially viable municipality.	Ensure the existence and functionality of the public participation structures	Number of IDProgS C meetings in Q2 & Q4 to be held by 30 June 2020	1	1	2	N/A	N/A	1	N/A	1	N/A	N/A	Attendance Register, Minutes, Agenda/Programme	OMM
FINANCIAL VIABILITY AND MANAGEMENT (SOUND FINANCIAL MANAGEMENT)																		
FVM 01	OM M02	FINANCIAL VIABILITY AND MANAGEMENT (SOUND FINANCIAL MANAGEMENT)	To develop a sustainable and efficient municipality based on sound financial management	Ensure a participative, transparent and accountable governance	To ensure compliance constant and accurate reporting	Date of adoption of 2020/21 FY Municipal Budget by council by 31 May 2020	30-May-19	None	31-May-20	N/A	N/A	N/A	N/A	31-May-20	N/A	N/A	Council Resolution	OMM
FVM 02	OM M03					Date of approved procurement plans for 2019/20 by 01 July 2019	01-Jul-18	None	30-Jun-20	N/A	N/A	N/A	N/A	30-Jun-20	N/A	N/A	Signed procurement Plan	OMM
FVM 39	OM M04					Date of adopted budget related policies by Council by 31 May 2020	30-May-19	N/A	31-May-20	N/A	N/A	N/A	N/A	31-May-20	N/A	N/A	Council Resolution	OMM
FVM 40	OM M05					Number of quarterly reviewed risk register report by the risk management	3	1	4	N/A	1	1	1	1	N/A	N/A	Quarterly reviewed fraud risk register	OMM



					unit by 30-Jun-20												
	OM M06				Number of monthly Section 71 reports submitted to treasury by 30-Jun-20	12	None	12	N/A	3	3	3	3	N/A	N/A	Sec 71 reports/ email / acknowledgement of receipt	OMM
	OM M07				Date of submission of Section 72 reports to Council by 25 January 2020	24-Jan-18	None	25-Jan-20	N/A	N/A	N/A	25-Jan-20	N/A	N/A	N/A	Council resolution	OMM
	OM M08				Number of quarterly section 52 reports compiled and submitted by 30-June 2020	4	None	4	N/A	1	1	1	1	N/A	N/A	Sec 52 reports	OMM
	OM M09				Date of submission of 2018/19 Annual Financial Statements and Annual Performance Report to Auditor General by 31 August 2019	31-Aug-18	N/A	31-Aug-19	N/A	31-Aug-19	N/A	N/A	N/A	N/A	N/A	Acknowledgement of receipt by AG	OMM

GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GOOD GOVERNANCE AND PUBLIC PARTICIPATION: PUTTING PEOPLE FIRST)

GGP P 02	OM M10	Good governance and public participation	To foster a culture of community involvement and good governance in the affairs of the municipality	Ensure participative transparent and accountable governance	Ensure the existence and functionality of the public participation structures	Number of quarterly public report-back meetings convened and addressed by ward Councillors by 30-June 2020	122	None	72	N/A	18	18	18	18	N/A	N/A	Minutes and Attendance Registers	OMM
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GGP P 03	OM M11	Ensure functionality of municipal structures	Number of public/Stakeholders meeting s held at which the Mayor or member s of EXCO provided report back to the public by 30 June 2020	11	None	4	N/A	1	1	1	N/A	N/A	Attendance Registers	OMM
GGP P 05	OM M12		Number of media slots acquired with the national and local radio stations by 30 June 2020	26	None	8	N/A	2	2	2	N/A	N/A	Reports and Media Clips	OMM
GGP P 08	OM M13		Number of quarterly newsletters issued to general public by 30 June 2020	4	None	4	N/A	1	1	1	N/A	N/A	Copies of newsletters	OMM
GGP P 15	OM M14		Date of developing ward committee operational plans by 30 June 2020	21-Jun-19	N/A	30-Jun-20	N/A	N/A	N/A	N/A	N/A	N/A	Approved Plans	Manager: Special Programmes
GGP P 18	OM M15		Number of quarterly ward committee reports submitted to Council by 30 June 2020	3	1	4	N/A	1	1	1	N/A	N/A	Council Resolution	OMM
	OM M16		Number of EXCO meetings co-ordinated by 30 JUNE 2020	12	None	12	N/A	3	3	3	N/A	N/A	Attendance Registers, notice and agenda	OMM

GGP P 21	OM M17	Number of by-monthly formal meetings between the Mayor, Speaker, Chief whip and Municipal Manager by 30 June 2020	10	2	8	N/A	2	2	2	N/A	N/A	Agenda and Attendance Registers	OMM	
GGP P 22	OM M18	Number of Council meetings co-ordinated by 30 June 2020	12	None	7	N/A	2	1	2	2	N/A	Attendance Register, agenda and notices	OMM	
GGP P 24	OM M19	Number of Audit committee meetings co-ordinated by 30 June 2020	4	None	4	N/A	1	1	1	N/A	N/A	Attendance Register & Agenda	OMM	
GPP 25	OM M20	Number of Municipal Public accounts committee meetings co-ordinated by 30 June 2020	4	None	4	N/A	1	1	1	N/A	N/A	Attendance Register & Agenda	OMM	
	OM M21	Number of quarterly review of A.G Action Plan submitted to Council by 30 June 2020	4	None	4	N/A	1	1	1	N/A	N/A	Council resolution adopting the Quarterly reviewed action plan	OMM	
	OM M22	To ensure account ability and transparency by municipality to its commu	Date of tabling draft 2018/19 annual Report to Council by 25 January 2020	24-Jan-19	0	25-Jan-20	N/A	N/A	N/A	25-Jan-20	N/A	N/A	Council resolution	OMM

OM M23		City and other organs of states		Number of cluster war-rooms quarterly reports submitted to EXCO by 30 June 2020	N/A	N/A	4	Internal Resources	1	1	1	1	N/A	N/A	Attendance Registers	OMM		
OM M24			Ensure Participation on District IGR Structure	Number of quarterly district IGR meetings attended by 30 June 2020	N/A	N/A	4	Internal Resources	1	1	1	1	N/A	N/A	Attendance Registers	OMM		
LOCAL ECONOMIC DEVELOPMENT (SERVICE DELIVERY)																		
OM M25	Local economic development	Implement LED projects and monitor job creation	Facilitating the creation of job opportunities for skilled and employable people	Reduction of unemployment	Number of jobs created through LED/EP WP initiatives by 30 June 2020	1045	None	500	N/A	100	150	200	50	N/A	N/A	Reports	OMM	
COMMUNITY AND SOCIAL SERVICES DEVELOPMENT																		
OM M26	Community and social services development	Providing and facilitating access to social services and facilities .	Ensure our people have access to community facilities and services	Ensure reports are submitted to council	Number of quarterly Local Aids Reports submitted to council by 30 June 2020	2	2	4	N/A	1	1	1	1	N/A	N/A	Council Resolution	OMM	
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT																		
MTI D 01	OM M27	Municipal transformation and institutional development	Provision of effective, transparent and accountable leadership	Creating a conducive working environment	To maintain and improve municipal policies	Date of adopting the reviewed policies by council 30 June 2020	30-Jun-19	None	30-Jun-20	N/A	N/A	N/A	N/A	30-Jun-20	N/A	N/A	Council Resolution	OMM
	OM M28				To ensure participative, transparent and accountable governance in the municipality	Date of reviewed and adopted Municipal delegation Framework by Council by 30 June 2020	27-Sep-18	None	30-Jun-20	N/A	N/A	N/A	N/A	30-Jun-20	N/A	N/A	Council resolution	OMM



	OM M29				Date of reviewed and adopted Organogram by 31 May 2020	30-May-19	None	31-May-20	N/A	N/A	N/A	N/A	31-May-20	N/A	N/A	Council resolution	OMM
	OM M30				Ensure functional committee Number of quarterly ICT Steering Committee meetings conducted by 30 June 2020				N/A	1	1	1	1	N/A	N/A	Agenda, Minutes and Attendance Registers	OMM
MID 19	OM M31				To ensure compliance in the PMS unit of the municipality Date of advertising the Top Layer 2019/20 SDBIP 31 July 2020	26-Jun-19	None	31-Jul-20	N/A	31-Jul-20	N/A	N/A	N/A	N/A	N/A	Copy of Advert	PMS
MID 20	OM M32				To improve institutional and organizational capacity Number of performance agreements to be signed by 31 July 2019		6	None	6	N/A	5	1	N/A	N/A	N/A	Copy of Performance Agreements	OMM
MID 21	OM M33				To improve institutional and organizational capacity Number of MANCO meetings held by 30 June 2020	10	2	12	N/A	3	3	3	3		N/A	Agenda, Minutes and Attendance Registers	OMM
	OM M34				To ensure the submission of reports timeously Number of Top MANCO meetings held by 30 June 2020	15	None	12	N/A	3	3	3	3	N/A	N/A	Attendance Registers.	OMM
MID 23	OM M35				To ensure the submission of reports timeously Number of monthly progress reports on implementation of performance plans by managers submitted to HOD's by 30 June 2020	14	22	30	N/A	12	6	12	6	N/A	N/A	PMS monthly performance plans	OMM

	OM M36				Date of submission of manager's performance plans to HOD's by 30 June 2020	30-Jun-19	None	30-Jun-20	N/A	N/A	N/A	N/A	30-Jun-20	N/A	N/A	Manager's Performance Plan's	OMM	
MID 25	OM M37				To ensure compliance and functionality of the PMS unit	Number of feedback reports to communities of targets achieved, not achieved and corrective action by 30 June 2020	6	None	2	N/A	N/A	1	N/A	1	N/A	N/A	Feedback Reports	OMM
MID 26	OM M38					Number of quarterly performance assessments to be conducted by 30 June 2020.	0	2	2	N/A	N/A	N/A	N/A	2	N/A	N/A	Attendance registers	PMS
MID 28	OM M39					Date of adopting the revised scorecards by 28 February 2020	28-Feb-19	None	28-Feb-20	N/A	N/A	N/A	28-Feb-20	N/A	N/A	N/A	Council Resolution	PMS

2019/20 BUDGET AND TREASURY OFFICE SCORECARD																		
IDP PO E REF	SD BIP RE F	National Key Performance Area	Strategic goals	Strategic Objectives	Strategies 2019 /20	Key performance indicator or 2019/20	BASE LINE	BAC KLO G	Annual Target	Qua	Qua	Qua	Qua	Achieved/Not achieved	Reason for variance	Corrective Measure	Portfolio of Evidence	Responsible person
										Quarter 1	Quarter 2	Quarter 3	Quarter 4					
FINANCIAL VIABILITY AND MANAGEMENT (SOUND FINANCIAL MANAGEMENT)																		
FV M 01	BT O0 1	FINANCIAL VIABILITY AND MANAGEMENT (SOUND FINANCIAL MANAGEMENT)	To develop a sustainable and efficient municipality based on sound financial management	2.2 Ensure a financially viable municipality.	2.2.2 Ensure the IDP aligned financial planning	Proper filing of documents and referenced working paper file	N/A	N/A	30-Jun-20	N/A	N/A	N/A	30-Jun-20	N/A	N/A	N/A	Acknowledgement of receipt	CFO
FV M 02	BT O0 2					Date of tabling the 2019/20 Budget Process Plan	31-Aug-17	N/A	30-Aug-20	30-Aug-20	N/A	N/A	N/A	N/A	N/A	N/A	Council Resolution Budget Process Plan	Manager Budget & Reporting
	BT O0 3					Preparation and submission of Mscoa compliant budget and submit to council by 31-May-20	30-May-18	N/A	31-May-20	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Council Resolution Budget Process Plan	Manager Budget & Reporting
	BT O0 4					Incurred 0% irregular , wasteful , fruitless and unauthorized expenditure	N/A	N/A	0%	0%	0%	0%	0%	N/A	N/A	N/A	FPC report	Manager Budget & Reporting
FV M 08	BT O0 6					Percentage spent quarterly on all BTO conditional grants as per terms and conditions	85%	15%	100 %	25%	50%	75%	100 %	N/A	N/A	N/A	Grant summary	Manager Budget & Reporting
FV M 11	BT O0 7					To ensure payment of creditors within 30 working	N/A	N/A	100 %	100 %	100 %	100 %	100 %	N/A	N/A	N/A	Creditors age analysis	CFO





FV M 31	BT O1 4														Manager Budget & Reporti ng		
FV M 34	BT O1 5														Manager Budget & Reporti ng		
FV M 36	BT O1 6														Manager Budget & Reporti ng		
FV M 37	BT O1 7														Manager Budget & Reporti ng		
FV M 38	BT O1 8														CFO		
	BT O 19	To effectively manage municipal financial resources in a sustainable and accountable manner	To improve budget implementation in the municipality	Financial viability expressed in ratios	Number of monthly section 71 reports compiled	12	None	12	3	3	3	3	N/A	N/A	Monthly Reports		
	BT O 20				Number of IYM submissions	12	None	12	3	3	3	3	N/A	N/A	Acknowledgement email by NT	Manager Budget & Reporti ng	
					Section 72 reports submitted to Council by 25 January 2020	25-Jan-18	N/A	25-Jan-20	N/A	N/A	25-Jan-20	N/A	N/A	N/A	Section 72	Manager Budget & Reporti ng	
					Quarterly section 52 reports compiled	4	4	4	1	1	2	2	N/A	N/A	Section 52	Manager Budget & Reporti ng	
					Submission of GRAP compliant AFS by 31-August-19	31-Aug-17	N/A	31-Aug-18	31-Aug-19	N/A	N/A	N/A	N/A	N/A	Acknowledgement by AG	CFO	
					Debt covered in ratio: total operational revenue less operational grants divided by debt service payment due within financial year		N/A	N/A	2:01	3:1	3:1	3:1	N/A	N/A	Council Resolution	CFO	
					Outstanding service debtors to revenue ratio: total outstanding service debtors divided by annual revenue from services		N/A	N/A	1:01	2:1	2:1	2:1'	2:1	N/A	N/A	Council Resolution	Manager Budget & Reporti ng



				Cost coverage ratio: available cash plus investments divided by monthly fixed operating expenditure	N/A	N/A	12	3	3	3	3	N/A	N/A	N/A	Council Resolution	Manager Budget & Reporting
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GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GOOD GOVERNANCE AND PUBLIC PARTICIPATION:PUTTING PEOPLE FIRST)

	BT O2 2	Good governance and public participation	2.TO FOSTER A CULTURE OF COMMUNITY INVOLVEMENT AND GOOD GOVERNANCE IN THE AFFAIRS OF THE MUNICIPALITY	2.3 Ensure a participative, transparent and accountable governance in the Municipality	Date of adopting reviewed Financial delegations	Not achieved	30-Sep-18	30-Sep-19	30-Sep-19	N/A	N/A	N/A	N/A	N/A	Minutes & Agenda	CFO	
	BT O2 3				Number of progress reports on implementation of Risk Management submitted to Risk Management Unit by 30 June 2020	4	None	4	1	1	1	1	N/A	N/A	N/A	Attendance Registers and updated Risk Register	CFO
	BT O2 4				Quarterly review of A.G Action Plan by Council	1	3	4	1	1	1	1	N/A	N/A	N/A	Council resolution adopting the Quarterly reviewed action plan	

Municipal Transformation and institutional development

	BT O25	Municipal transformation and institutional development	Provision of effective, efficient, transparent and accountable leadership	Creating a conducive working environment	To ensure the submission of reports timeously	Number of progress reports on implementation of performance plans by managers submitted to HOD's	N/A	N/A	30	12	6	12	6	N/A	N/A	N/A	PMS monthly performance plans
	BT O26					Date of submission of managers performance	N/A	N/A	30-Jun-19	N/A	N/A	N/A	30-Jun-19	N/A	N/A	N/A	Manager's Performance Plan's



				plans to HOD's																		
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6.3: SDBIP FOR CORPORATE SERVICES DEPARTMENT
CORPORATE SERVICES SCORECARD 2019/20 DEPARTMENTAL SCORECARD

ID P Re f	SD BI P N O.	National Key Performance Area	STRATEGIC OBJECTIVES	STRATEGIES 2019/20	KEY PERFORMANCE INDICATORS 2019/20	2018/19		ANNUAL TARGET	Budget	Quarterm 1	Quarterm 2	Quarterm 3	Quarterm 4	Reason for variance	Corrective Measure	Portfolio of Evidence	Ward	Responsible Dept
						Baseline	Benchmark			Target	Target	Target	Target					

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

FVM01	CORP01	Municipal Financial Viability and Management	1. To develop an efficient municipality based on sound financial management.	1.1 Alignment of IDP priorities with budget and SDBIP	To ensure compliance constant and accurate reporting	Number of meetings on IDP & Budget 2019/20 review process attended by 30 June 2020	3	No ne	3	N/A	N/A	1	1	1	N/A	N/A	Attendance register from the IDP/Budget & PMS Representative Forum Meeting	All	Director: Corporate Services
FVM04	CORP02					Number of quarterly review of A.G Action Plan by Council by 30 June 2020	2	No ne	4	N/A	1	1	1	1	N/A	N/A	Council resolution adopting the Quarterly reviewed action plan	N/A	Director: Corporate Services

GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GOOD GOVERNANCE AND PUBLIC PARTICIPATION:PUTTING PEOPLE FIRST)

GGP01	CORP03	Good Governance and Public Participation	To foster a culture of community involvement and good governance in the affairs of the municipality	2.3.1. Improve the public participation processes	Number of portfolio committee agendas issued as per council rules and orders held by 30 June 2020	38	No ne	35	N/A	15	10	10	15	N/A	N/A	Portfolio Committee Attendance registers	N/A	Director: Corporate Services
	CORP04					Number of EXCO agendas issued as per council rules and orders by 30 June 2020	None	No ne	11	N/A	3	3	2	3	N/A	N/A	Attendance registers, notice of the meeting and minutes	N/A
	CORP05			2.1 Ensure that all legislated Council structures meetings seat.	Ensure compliance and functionality in the municipality	Number of Council agendas issued as per council rules and orders	None	No ne	8	N/A	2	2	2	2	N/A	N/A	Attendance registers, notice of the meeting and minutes	N/A



				by 30 June 2020														
G GP P 02	CO RP 06	2.2 MM and HOD's submitted Performance Information (AOPI's) to PMS Unit 10 working days after each quarter	2.3.2. Ensure the existence and functionality of public participation structures	Number of Quarterly Internal Audit Responses provided to Internal Audit Unit by 30 June 2020	4	No ne	4	N/ A	1	1	1	1	N/A	N/A	Confirmation letter from the Internal Audit Unit	N/ A	Direct or: Corporate Services	
CO RP 07		2.4 Implementation of Corporate Services Risk Management Plan by 30 June 2020	Ensuring the implementation of risk management in the municipality	Number of progress reports on implementation of Risk Management submitted to Risk Management Unit by 30 June 2020	4	No ne	4	N/ A	1	1	1	1	N/A	N/A	Attendance register, updated risk register and letter of acknowledgement	N/ A	Direct or: Corporate Services	
CO RP 08		2.3 Ensure a participative, transparent and accountable governance in the Municipality	Ensure functional municipal OSS	Number of cluster war-rooms quarterly reports submitted to EXCO by 30 June 2020	Non e	No ne	4	N/ A	1	1	1	1	N/A	N/A	Attendance register/Quarterly war-room reports	N/ A	Direct or: Corporate Services	
CO RP 09			Ensure Participation on District IGR Structure	Number of quarterly district IGR meetings attended by 30 June 2020	Non e	No ne	4	N/ A	1	1	1	1	N/A	N/A	Attendance register	N/ A	Direct or: Corporate Services	

Local Economic Development (Basic Service Delivery)

LE D 02	CO RP 10	Local Economic Development	Provision of effective, efficient, transparent and accountable leadership	3.1 Provide assistance to Matriculants	3.1.2. Ensure the empowerment of youth, women and people living with disabilities	Number of community members funded to study skills development programmes utilising the LGSETA funds by 30 June 2020	None	None	40	N/A	10	10	10	10	N/A	N/A	Training registers and certificates	N/A	Director: Corporate Services
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MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

M TI D 01	CO RP 11	Municipal Institutional Development	Provision of effective, efficient, transparent and accountable leadership	4.1 Review and adopt municipal policies	2.1.1. Maintain and improve municipal policies	Date of adopting the reviewed corporate services departmental policies by council by 30 June 2020	30-May-19	N/A	30-Jun-20	N/A	N/A	N/A	N/A	30-Jun-20	N/A	N/A	Attendance register, and Council Resolution	N/A	Director: Corporate Services
M TI D 02	CO RP 12	and Transformation	Provision of effective, efficient, transparent and accountable leadership	4.2 Foster an IDP aligned municipal structure	2.1.2 Ensure effective and efficient human resource management	Date of adopting the organisational structure aligned to the 2020-2021 IDP & Budget by Council by 30 May 2020	30-May-18	N/A	30-May-20	N/A	N/A	N/A	N/A	30-May-20	N/A	N/A	Copy of the signed and approved organogram and council resolution	N/A	Director: Corporate Services
M TI D 03	CO RP 13		Provision of effective, efficient, transparent and accountable leadership	4.3 Implement the employment equity plan	2.1.3 Ensure effective and efficient human resource management	Date of submission of the reviewed employment equity report by Q3 by 15 January 2020.	05-Dec-18	N/A	15-Jan-20	N/A	N/A	N/A	15-Jan-20	N/A	N/A	Proof of Submission from DoL	N/A	Director: Corporate Services	
M TI D 04	CO RP 14		Provision of effective, efficient, transparent and accountable leadership	4.4 Report labour relations matters to council on a quarterly basis.	2.1.4 Ensure effective and efficient human resource management	Number of quarterly Local Labour Forum meetings to be held by	4	None	4	N/A	1	1	1	1	N/A	N/A	Attendance registers and notice of meetings	N/A	Director: Corporate Services



					30 June 2020												
M T I D 05	CO RP 15	4.5 Implementation of the WSP	Ensure compliance	Date of Submission of the Workplace Skills Plan/Annual Training Report to SETA by 30 April 2020	30-Apr-19	N/A	30-Apr-20	N/A	N/A	N/A	30-Apr-20	N/A	N/A	LGSETA	N/A	Direct or: Corporate Services	
M T I D 06	CO RP 16			Number of employees to be trained according to the WSP prescriptions by 30 June 2020.	93	No ne	40	R5 00 000 ,00	10	10	10	10	N/A	N/A	Attendance register, report from SDF officer and certificate from institution	N/A	Direct or: Corporate Services
M T I D 07	CO RP 17		Ensure safety of employees	Number of Health and Safety meetings conducted by 30 June 2020	2	2	4	R1 30 000 ,00	1	1	1	1	N/A	N/A	Agenda, minutes, attendance register	N/A	Direct or: Corporate Services
M T I D 08	CO RP 18			Number of bi-annual workshops on collective agreements and applicable legislation conducted by 30 June	2	No ne	2	N/ A	1	N/A	1	N/A	N/A	N/A	Attendance registers	N/A	Direct or: Corporate Services

M T I D 09	CO RP 19	4.8 To provide a secure ICT infrastructure which delivers appropriate levels of data confidentiality, integrity and availability	Improve information technology and document management system	Number of quarterly Information & Communications Technology Steering Committee convened by 30 June 2020	3	1	4	N/A	1	1	1	1	N/A	N/A	IT steering committee agenda, minutes, register	N/A	Direct or: Corporate Services
M T I D 10	CO RP 20			Date of Upgrading of disaster recovery site by 31 December 2019	Not Achieved	30-Jun-19	31-Dec-19	R2 00 000,00	N/A	31-Dec-19	N/A	N/A	N/A	N/A	Signed project completion/invoices	N/A	Direct or: Corporate Services
M T I D 11	CO RP 21			Date of hosting in-house the municipal website by 30 June 2020	30-Jun-19	None	30-Jun-20'	R1 50 000	N/A	N/A	N/A	30-Jun-20	N/A	N/A	Signed project completion/invoices	N/A	Direct or: Corporate Services
M T I D 12	CO RP 22			Percentage of municipal budget actuals spent on implementation of WSP by 30 June 2020	None	None	100 %	R5 00 000	25 %	50 %	75 %	100 %	N/A	N/A	Proof of budget spent advice from BTO.	N/A	Direct or: Corporate Services
M T I D 13	CO RP 23	4.11 To improve institutional and organizational capacity	2.1.8 Implementation of employment equity plan	The percentage of people from employment equity target groups employed in the three highest levels of management in compliance with municipality's approved employment equity plan by	100 %	None	100 %'	N/A	100 %	100 %	100 %	100 %	N/A	N/A	Employment Equity Plan	N/A	Direct or: Corporate Services

			30 June 2020												
CO RP 24	To ensure the submission of reports timely for improving performance	Number of progress reports on implementation of performance plans by managers submitted to HOD's by 30 June 2020	18	No ne	36	N/ A	9	9	9	9	N/A	N/A	PMS monthly progress reports signed by HOD, manager and MM	N/ A	Direct or: Corporate Services
CO RP 25		Date of submission of managers performance plans to HOD's by 30 August 2019	22-May-19	N/A	N/A	N/ A	30-Aug-19	N/A	N/A	N/A	N/A	N/A	Signed manager's Performance Plan's	N/ A	Direct or: Corporate Services

6.4. SDBIP FOR COMMUNITY SERVICES AND PUBLIC SAFETY

COMMUNITY SERVICES AND PUBLIC SAFETY 2019/20 SDBIP																				
IDP /PO E REF	SD BI P RE F	NATIO NAL KEY PERFO RMAN CE AREA (BACK TO BASIC PRINC IPLES)	Strategic goals	Strategic objectives	Strate gies 2019/ 20	Key perfor mance indicat or 2019/2 0	Bas elin e	Ba ckl og	Ann ual Targ et	Ann ual Budg et	Sou rce of Fun din g	Qu arter 1	Qu arter 2	Qu arter 3	Qu arter 4	REA SON FOR VAR IAN CE	CHALLENGE S/CORRECTI VE MEASURES	Portf olio of Evide nce	WARD	Respon sible depa rtme nt
BASIC SERVICE DELIVERY																				
BS D 01	CS SD 01	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT/(SERVICE DELIVERY: CREATING CONDITIONS FOR DECENT LIVING)	1.1 UNIVERSAL ACCESS TO BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT BY 2030	1.1 To improve access to all basic services	Number of house holds having access to refuse removal at least once a week.	490 8	47 7	443 1	R 3 150 000	Internal	44 31	44 31	44 31	44 31	N/A	N/A	Billing repor t	3,4,7,13,14, 15	DIR: CSPS	
BS D 02	CS SD 02					21 096	90 4	220 00			22 00 0	22 00 0	22 00 0	22 00 0				Wast e colle ction plan and regis ter	1,2,5,6,9,10, 11,12,16,17, 18	DIR: CSPS
BS D 03	CS SD 03					0	0	30			R425 00	Internal	N/ A	N/ A	N/ A				A copy of an invoi ce	1,2,5,6,9,10, 11,12,16,17, 18
BS D 04	CS SD 04					0	0	65			R70 000		65	N/ A	N/ A	N/ A				



MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

FV M 01	CS SD 05	FINANCIAL VIABILITY AND MANAGEMENT (SOUND FINANCIAL MANAGEMENT)		1.2 TO DEVELO P A SUSTAI NABLE AND EFFICIE NT MUNICI PALITY BASED ON SOUND FINANC IAL MANAG EMENT	1.2.4 Mana ge and increa se munici pal rev enue base	% of expen diture of depart mental spent, as at 30 June 2020	65, 83 %	34, 17 %	100 %	N/A	N/ A	25 %	25 %	25 %	25 %	N/A	N/A	Expen diture repor t	N/A	DIR: CSPS
FV M 02	CS SD 06																			

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

GG PP 01	CS SD 07	GOOD GOVERNANCE IN PARTICIPATION		2.2 TO FOSTER A CULTUR E OF COMM UNITY INVOLV EMENT AND GOOD GOVER NENCE IN THE AFFAIRS OF THE MUNICI PALITY.	2.2.1 Ensure participa tive transpar ent and accounta ble governa nce in the Municip ality	2.3.3 Ensuri e functi onal munici pal struct ures	Number of portfol io committ ee monthl y meetin gs held by 30 June 20	9	1	10	N/A	N/ A	3	2	2	3	N/A	N/A	Atten dance regis ters of meeti ngs atten ded and Doc tor's sick note.	N/A	DIR: CSPS
GG PP 02	CS SD 08																				
GG PP 03	CS SD 09																				



GG PP 04	CS SD 10			Number of IT Steering Committee Meetings attended	0	0	4	N/A	N/A	1	1	1	1	N/A	N/A	Attendance register	N/A	DIR: CSPS
GG GP 05	CS SD 11		To obtain unqualified/positive audit opinion from AG	Quarterly review of A.G Action Plan by Council	1	3	4	N/A	N/A	1	1	1	1	N/A	N/A	Council resolution adopting the Quarterly reviewed action plan	N/A	DIR: CSPS

LOCAL ECONOMIC DEVELOPMENT

LED 01	CS SD 12	LOCAL ECONOMIC DEVELOPMENT (SERVICE DELIVERY)	3.1.1 Facilitating the creation of employment opportunities for skilled and employable people	Implement the EPWP initiatives	Number of CWP participants recruited by 31 March 2020	428	181	280	None	External	70	70	70	70	N/A	N/A	Report submitted to CSPSPC.	All	DIR: CSPS
LED 02	CS SD 13		3.1 FACILITATE THE CREATION OF JOB OPPORTUNITIES	Implement the EPWP initiatives	Number of Quarterly Local Reference committee meetings for implementation of CWP held by 30 June 2020	4	4	0	None	External	1	1	1	1	N/A	N/A	Attendance register	All	DIR: CSPS

COMMUNITY AND & SOCIAL SERVICES DEVELOPMENT

CSS D 01	CS SD 14	COMMUNITY SERVICES AND SOCIAL DEVELOPMENT	PROVIDING AND FACILITATING ACCESSES TO SOCIAL SERVICES AND FACILITIES	Ensure people have access to community facilities and services	Provide Library Services	Number of library outreach events held.	16	0	12	R3,661,000 (Provincial Library Grant)	External	3	3	3	3	N/A	N/A	Attendance registers	All	DIR: CSPS
CSS D 02	CS SD 15			Aspire to a healthy, safe and crime free area	Promote road safety	Number of reports submitted to community and protection service	12	0	12	N/A	N/A	3	3	3	3	N/A	N/A	Reports submitted and to be submitted to CSPSPC	All	DIR: CSPS



CSS D 03	CS SD 16			s portfolio committee on community safety by 30 June 2020											
CSS D 04	CS SD 17			Submission of requisition for procure of Roads signs by 31 December 2019	No ne	No ne	31 Dec ember 201 9	R150 000	Int ernal	N/ A	31 De c - 19	N/ A	N/ A	N/A	A copy of an invoice
CSS D 05	CS SD 18	Prom ote disast er risk free envir onment		Number of community education and awareness campaigns conducted	4	4	8	N/A	Int ernal	2	2	2	2	N/A	Report submitted to CSPSP C
CSS D 06	CS SD 19	Prom ote fire safety		Number of community education and awareness campaigns on fire safety conducted.	15	0	10	N/A	Int ernal	3	2	3	2	N/A	Report submitted to CSPSP C
CSS D 07	CD DS 20	Provi de Com munit y recre ational faciliti es		Number of times of Grass cutting sched ule imple mente d	10	0	10	R2,8 00,0 00	Int ernal	2	3	3	2	N/A	Grass - cutting sched ule and Copie s of invoices
		Date of submis sion of requisi tion for procure of Wood chipper by 31 Decem ber 2019		No ne	No ne	31-Dec-19	R250 000	Int ernal	N/ A	31-De c-19	N/ A	N/ A	N/A	Copy of a invoice	All

CSS D 08	CS SD 21	PROVIDING AND FACILITATING ACCES S TO SOCIAL SERVICE S AND FACILITI ES	Official openin g of New Community Play park by 31 March 2020	No ne	No ne	31- Mar -19	R800 000	Int ern al	N/ A	N/ A	31- Ma r- 20	N/ A	N/A	N/A	Comp letion certifi cate receiv ed from TSID	4	DIR: CSPS
CSS D 09	CS SD 22		Purchasing of Hlome ndlini hall furnitu re by 30 Septe mber 2019	No ne	No ne	30- Sep- 19	R100 000	Int ern al	30- Se p- 19	N/ A	N/ A	N/ A	N/A	N/A	Copy of an invoice	N/A	DIR: CSPS
CSS D 10	CS SD 23		Date of submis sion of requisi tion for the procur ement of Coastal Manag ement Equip ment by 30 Septe mber 2019	No ne	No ne	30- Sep- 19	R300 000	Int ern al	30- Se p- 19	N/ A	N/ A	N/ A	N/A	N/A	Copie s of invoic es	N/A	DIR: CSPS
CSS D 11	CS SD 24		Purchasing of requisi tion for procur ement of a Ride- on Mower by 30 Septe mber 2019	No ne	No ne	30 Sep- 19	R150 000	Int ern al	30- Se p- 19	N/ A	N/ A	N/ A	N/A	N/A	A copy of an invoice	N/A	DIR: CSPS
CSS D 12	CS SD 25		Purchasing of Isitheb e Library furnitu re by 30 Septe mber 2019	No ne	No ne	30- Sep- 19	R180 000	Int ern al	30- Se p- 19	N/ A	N/ A	N/ A	N/A	N/A	Copie s of invoic es	N/A	DIR: CSPS

MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

MI DT 01	CS SD 26	Devel opme nt of draft risk registr er	Date of devel oped draft policie s and by- laws And/or review ed	28- Jun -18	No ne	30- Jun- 20	N/A	N/ A	N/ A	N/ A	N/ A	30- Jun -20	N/A	N/A	Copy of a Coun cil resolut ion	All	DIR: CSPS
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Risk Register Management													Performance Monitoring & Reporting		Overall Status			
ID	Category	Title	Description	Risk Register				Performance Monitoring				Reporting				Last Update	Status	Comments
				Date of Draft	Author	Review Date	Owner	Periodicity	Frequency	Manager	Review Date	Owner	Periodicity	Frequency	Manager			
MI DT 02	CS SD 27	Development of draft risk register	Draft policies and by-laws approved by Council by 30 June 2020	Date of draft risk register developed by 31 March 2020	31-May-18	None	None	N/A	N/A	N/A	31-Mar-20	N/A	N/A	N/A	Copy of a draft risk register developed and submitted to Risk Management Unit	All	DIR: CSPS	
MI DT 03	CS SD 28	To ensure the submission of reports timely	Number of monthly progress reports submitted to managers submitted to HOD's	Periodicity	N/A	N/A	24	N/A	N/A	6	6	6	6	N/A	PMS monthly performance plans		DIR: CSPS	
MI DT 04	CS SD 29		Date of submission of managers performance plans to HOD's	Periodicity	N/A	N/A	30-Sep-19	N/A	N/A	30-Sep-19	N/A	N/A	30-Jun-20	N/A	Manager's Performance Plan's		DIR: CSPS	

6.5. SDBIP FOR Economic Development Planning and Human Settlements

ECONOMIC DEVELOPMENT, PLANNING AND HUMAN SETTELEMENTS 2019/20 SCORECARD																			
ID P RE F NO	SDBI P REF.	NATIO NAL KEY PERFOR MANCE AREA (BACK TO BASIC PRINCIP LES)	Strategic goals	Strategi c objecti ves	Strategi es 2019/2 0	Key Perfor mance Indicat or (KPI)	BAS ELIN E	BAC KLO G	An nu al Tar get	Annua l budge t	Tar get	Tar get	Tar get	Tar get		Corr ec tiv e Mea sure s	Portfolio of Evidence	WAR D	Resp onsibl e Man ager/ Perso n
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT																			
BS D 1. 0	EDP HS/0 1	BASIC SERVICE DELIVERY AND INFRAST RUCTURE DEVELO PMENT/ (SERVICE DELIVERY : CREATIN G CONDITI ONS FOR DECENT LIVING)	UNIVERS AL ACCESS TO BASIC SERV ICES AND INFRAST RUCTUR E DEVELO PMENT BY 2030	1.1 To improv e access to all basic services	1.1.4 Facilita te the reducti on of housing backlog	Numbe r of quarterl y progres s reports on housing submitt ed to EXCO Portfoli o by 30 June 2020	6	4	4	Extern al Funde d	1	1	1	1	N/A	EXCO minutes	1; 2; 4; 5; 7;8; 9; 10; 11; 12; 16,17 and 18	EDPH S (Direc tor)	
BS D 1. 2	EDP HS/0 2					Numbe r of Housing Forum coordin ated by 30 June 2020	4	Non e	4	R 90 000	1	1	1	1	N/A	Attendan ce Register	All Wards	EDPH S (Direc tor)	
GOOD GOVERNANCE AND PUBLIC PARTICIPATION																			
G GP P 1. 1	EDP HS/0 3	GOOD GOVERN ANCE AND PUBLIC PARTICIP ATION	2. TO FOSTER A CULTUR E OF COMMU NITY INVOLVE MENT AND GOOD GOVERN ANCE IN THE AFFAIRS OF THE MUNICI PALITY	2.3 Ensure a particip ative, transpa rent and accoun table govern ance in the Munici pality	2.3.2 Ensure the existen ce and functio nality of the public particip ation structu res	Numbe r of quarterl y meetin gs held for the IDPRF by 30 June 2020	4	Non e	4	R 60 000	1	1	1	1	N/A	Attendan ce Registers	18 Wards comm ittees and Vario us Stake holder s	EDPH S (Direc tor)	



G GP P 1. 2	EDP HS/0 5	Date of Adoption of the 2020/21 IDP, Budget and PMS Process Plan.	28-Sep-18	None	31-Aug-19	Internal Resources	31-Aug-19	N/A	N/A	N/A	N/A	Council Resolution	All Wards (18)	EDPH S (Director)	
G GP P 1. 3	EDP HS/0 6	Date of Adoption of the 2020/21 IDP by Council in line with MSA by 30 June 2020	30-May-19	None	30-Jun-2020	R100 000.00	N/A	N/A	N/A	30-Jun-20	N/A	Council Resolution	All Wards (18)	EDPH S (Director)	
	EDP HS/0 7	Ensure Participation on District IGR Structure	Number of District LED Forum attended by 30 June 2020	N/A	N/A	4	Internal Resources	1	1	1	1	Attendance Register	District level	EDPH S (Director)	
	EDP HS/0 8		Number of District Planners Forum attended by 30 June 2020	N/A	N/A	4	Internal Resources	1	1	1	1	Attendance Register	District level	EDPH S (Director)	
G GP P 2. 2	EDP HS/0 9	2.3.3 To ensure that MPAC, audit committee and performance audit committee reports to council quarterly	Number of quarterly Performance Information (AOPI's) submitted to PMS Unit within 10 working days after end of each quarter by 30 June 2020	4	None	4	Internal Resources	1	1	1	1	N/A	Confirmation letters of Receipt by PMS Unit	N/A	EDPH S (Director)
G GP P 2. 3	EDP HS/1 0	2.3.4 Improve performance	Number of quarterly Performance reports submitted to	0	3	4	Internal Resources	1	1	1	1	N/A	Minutes of EDPHS Portfolio Committee	N/A	EDPH S (Director)

					EDPHS Portfolio Committee by 30 June 2020													
	EDP HS/1 1				Ensure functional municipal OSS	Number of cluster war-rooms quarterly reports submitted to EXCO by 30 June 2020	N/A	N/A	4	Internal Resources	1	1	1	1		Attendance register/Quarterly war-room reports	N/A	EDPH S (Director)
	EDP HS/1 2				Ensure Participation on District IGR Structure	Number of quarterly district IGR meetings attended by 30 June 2020	N/A	N/A	4	Internal Resources	1	1	1	1		Attendance register	N/A	EDPH S (Director)

LOCAL ECONOMIC DEVELOPMENT																		
LE D 4. 0	EDP HS/1 3	LOCAL ECONOMIC DEVELOPMENT	4. Facilitating the creation of Job Opportunities	4.1 Facilitating the creation of jobs opportunities for skilled and employable people	4.1.1 Implement LED projects and monitor jobs creation	Number of quarterly reports on Job creation compiled and submitted to EXCO by 30 June 2020	N/A	N/A	4	Internal Resources	1	1	1	1	N/A	EXCO Minutes	All	EDPH S (Director)
LE D 4. 2	EDP HS/1 4			4.2 To coordinate SMME development and funding support programme	Ensure sufficient support to entrepreneurs	Number of SMMEs and Cooperatives supported on Quick Win Programme by 30 June 2020	92	None	50	R800 000.00	NA	N/A	30	20	N/A	Acknowledgement letter of SMMEs / Cooperatives supported	All	EDPH S (Director)



LE D 4. 2. 1	EDP HS/1 5	4.2 To provide a platform for the strategic engagement of key stakeholders for the facilitation of sustainable economic growth	Number of Emerging Entrepreneurs supported on the entrepreneur support programme by 30 June 2020	24	None	4	R400 000.00	N/A	N/A	2	2	N/A	List the entrepreneurs supported and report	All	EDPH S (Director)
	EDP HS/1 6	4.2.2Enhance local economic development	Date of SMME Business Fair by 31 March 2020	24-May-19	None	31-Ma-20	R200 000.00	N/A	N/A	31-Ma-20	N/A	N/A	Attendance Register and report	All	EDPH S (Director)
	EDP HS/1 7	4.2.3Facilitate SMME development Programme	Number of Businesses compliance workshops conducted by 30 June 2020	4	None	4	Internal Resources	1	1	1	1	N/A	Attendance Register (A list of various BC workshops conducted)	All	EDPH S (Director)
	EDP HS/1 8	4.3.1To support local businesses	Number of LED Forums conducted by 30 June 2020	4	None	4	R 60 000	1	1	1	1	N/A	Attendance Register & minutes	All	EDPH S (Director)
	EDP HS/1 9	4.3 Facilitation of LED forums and revitalisation of LED structures	4.3.1 Restructure of informal trader	Date of conceptual design plans and reports for the implementation of informal traders stalls by 30 June 2020	N/A	N/A	30-Jun-2020	R1000 000.00	N/A	N/A	N/A	30-Jun-20	Approved Designs	77 & 15	EDPH S (Director)
	EDP HS/2 0		Number of meetings of tourism Information sharing by 30 June 2020	4	None	4	Internal Resources	1	1	1	1	N/A	Attendance Register	All	EDPH S (Director)

	EDP HS/2 1				4.4.2 Maintenance of Blue Flag Status	Number of Blue Flag Pilot Certificates obtained by 31 December 2019	1	None	1	R 21 200	N/A	1	N/A	N/A	N/A	Blue Flag Certificate	1 &2	EDPH S (Director)	
	EDP HS/2 2					Number of water samples conducted by 31 March 2020	6	None	6	R200 00.00	1	3	2	N/A	N/A	Water sample results	1 &2	EDPH S (Director)	
	EDP HS/2 3				4.5 Contribute to the improvement of economic development of Mandeni	4.4.3 Vuthela LED Programme	Number of reports on the implementation of Vuthela LED programme submitted to EXCO by 30 June 2019	4	None	4	R600 000.00	1	1	1	1	N/A	Reports/ EXCO resolution	All	EDPH S (Director)

FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

FV M 1. 2	EDP HS/2 4	2.2.4 Manage and increase the municipal revenue base	2.2.4.1 Improve collection rate	Amount of Revenue Collected as per submitted Town planning applications, Business License and Building Plans and rental collection from Informal Traders Stalls by 30 June 19	R 102 565	None	R8 0 00 0.0 0	N/A	R 20 000 .00	R20 000 .00	R20 000 .00	N/A	Ledge Spread Sheet from Finance	All	EDPH S (Director)
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SPATIAL RATIONAL AND ENVIRONMENTAL MANAGEMENT/ CROSS-CUTTING MEASURES



EDP HS/2 5					Date of appointment of panel of land surveyors by 31 December 2019	04-Feb-19	None	31-Dec-19		N/A	31-Dec-19	N/A	N/A	N/A		Copy of Appointment letters	N/A	EDPH S (Director)
EDP HS/2 6				Creatin g a conduci ve workin g environ ment	6.3.1 Formalization of properties	Percent age of survey erf 331 Sundu mbili A and Erf 686 Sundu mbili B comple ted by 30 June 2020	100 %	None	10 0%	R 250 000	N/A	N/A	N/A	100 %	N/A	Proof of Submissi on to Surveyor General	13 & 14	EDPH S (Director)
EDP HS/2 7			Environ mental protecti on and sustaina ble spatial planning		6.4.1 Improved Spatial Developm ent Pan	Date of review and finalise the adoptio n of SDF by 30 June 2020	31-May-19	N/A	30-Jun-20	R400 000.00	N/A	N/A	N/A	30-Jun-20	N/A	Council Resolutio n	All	EDPH S (Director)
EDP HS/2 8					6.5.1 Unlock Economi c developm ent	Date of the adoptio n of Single Land Use Scheme by council by 30 June 2020	N/A	N/A	30-Jun-20	R750 000.00	N/A	N/A	N/A	30-Jun-20	N/A	Council Resolutio n	All	EDPH S (Director)
EDP HS 29			Ensure that our people have access to commu nity facilitie s and services		6.2 Ensure suistan able developm ent in providi ng commu nity facilitie s	Date of conduct ing EIA for cemete ry develop ment in Canaan and submitt ed to EDTEA by 30 June 2020	N/A	N/A	30-Jun-20	R1 500 000.00	N/A	N/A	N/A	30-Jun-20	N/A	Proof of Submissi on to EDTEA	Ward 10	EDPH S (Director)

Municipal Transformation and institutional development



EDP HS 30	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	PROVISION OF EFFECTIVE, EFFICIENT, TRANSPARENT AND ACCOUNTABLE LEADERSHIP	CREATING A CONDUITIVE WORKING ENVIRONMENT	To ensure the submission of reports timeously	Number of progress reports on implementation of performance plans by managers submitted to HOD's by 30 June 2020	18	None	36	R0	9	9	9	N/A	PMS monthly performance plans	N/A	EDPH S (Director)
EDP HS 31					Date of submission of managers performance plans to HOD's by 31 August 2019	30-Mar-19	None	31-Aug-19	R0	31-Aug-19	N/A	N/A	N/A	Manager's Performance Plan's	N/A	EDPH S (Director)



TECHNICAL SERVICES & INFRASTRUCTURE DEVELOPMENT: 2019/20 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (DEPARTMENTAL SCORECARD)																				
SDBI P REF	IDP REF	NATI ONAL KEY PERF ORM ANCE (BACK TO BASIC PRINC IPLES)	Strateg ic goals	Strat egic objec tives	Strategi es 2019/2 0	Key perfo rman ce indica tor	BA SEL INE	BA CKL OG	Annu al Targ et	An nu al bu dg et	Sou rce of Fun din g	Qu art er 1	Qu art er 2	Qu art er 3	Qu art er 4	Re as on for var ian ce	Cor rect ive Me asu res	Portfoli o of Evidenc e	WARD	Responsibl e departmen t
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT/(SERVICE DELIVERY: CREATING CONDITIONS FOR DECENT LIVING)																				
BSD/ TSID 01	BS D/T SID 02	BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT/(SERVICE DELIVERY: CREATING CONDITIONS FOR DECENT LIVING)	1. UNIVE RSAL ACCESS TO BASIC SERVIC ES AND INFRAS TRUC TURE DEVEL OPME NT BY 2030	1.1 To impr ove acces s to all basic servi ces	1.1.2 Facilita te access to electric ity for all targete d househ olds	Number of energ y forum meeti ngs to be held by 31 Marc h 2020	1	N/ A	1	R1 2 00 0	Muni cipal Ope rati ng Bud get	N/ A	N/ A	1	N/ A	N/A	N/A	Draft minutes of Meeting and Attenda nce register	N/A	TSID / DIRECTOR TSID / SUPRINTEN DENT ELECTRICAL
BSD/ TSID 02	BS D/T SID 03					Number of house holds to be provi ded with electri fication infrastr ucture (Dry Conn ection s) and ready for connection by 30 September 2019 Khena na Phase 3 Ward 10	N/ A	N/ A	100 hous ehol ds to be provi ded with elect rification infra structure (Dry Conn ection s) and ready for conn ections by 30- Sep- 19. War d 10	R1 80 0 00 0	INE P	100	N/ A	N/ A	N/ A	N/A	N/A	Project progress report	10	TSID / DIRECTOR TSID / SUPRINTEN DENT ELECTRICAL



BSD/ TSID 03	BS D/T SID 04		Number of house holds to be provided with electrification infrastructure (Dry Connections) and ready for connection by 30 September 2019 Thula S-Eziwe we ward 12	N/ A	N/ A	130 hous ehol ds to be provi ded with electrification infra struc ture (Dry Conn ectio ns) and ready for conn ectio ns by 30- Sep- 19. War d 12	R2 35 4 24 0	INE P	130	N/ A	N/ A	N/ A	N/ A	N/A	Project progress report	12	TSID / DIRECTOR TSID / SUPRINTENDENT ELECTRICAL
BSD/ TSID 04	BS D/T SID 05		Number of house holds to be provided with electrification infrastructure (Dry Connections) and ready for connection by 30 September 2019 Khena na Phase 3A Ward 10	N/ A	N/ A	311 hous ehol ds to be provi ded with electrification infra struc ture (Dry Conn ectio ns) and ready for conn ectio ns by 30 June 2020 . War d 10	R5 76 5 13 9. 76	INE P	N/ A	N/ A	150	16 1	N/ A	N/A	Project progress report	10	TSID / DIRECTOR TSID / SUPRINTENDENT ELECTRICAL

BSD/ TSID 05	BS D/T SID 06	Numb er of house holds to be provi ded with electri ficatio n infras tructu re (Dry Conn nection s) and ready for conne ction by 31 Marc h 2020 Nkwal ini- Nkunz empu nga	N/ A	190 hou ehol ds to be provi ded with elect rica tion infra struc ture (Dry Conn nection s) and read y for conn ectio ns by 30 June 2020 . War d 11 and 16	R3 73 4 80 6. 25	INE P	N/ A	N/ A	90	10 0	N/ A	N/A		11,16	
BSD/ TSID 06	N/ A	Const ruc tio n of Nyoni Phase 3 under -pass	N/ A	30- Jun -19	31- Dec -19	R6 02 8 29 0. 95	MIG /DO HS	N/ A	31- Dec -19	N/ A	N/ A	N/ A	Practical complet ion certifica te	10,17.	TSID/ DIRECTOR TSID / PMU
BSD/ TSID 07	N/ A	3.92 kms of roads to be constr ucted to G5 forma tion layer of the Nyoni taxi route Phase 4 by 30 June 2020	N/ A	N/ A	3.92k m	R1 3 17 8 21 9	MIG /DO HS	N/ A	N/ A	N/ A	3.9 2k m	N/ A	Progress report	10	TSID/ DIRECTOR TSID / PMU
BSD/ TSID 08	BS D/T SID 13	Comp letion of 1.8 kms of Enem be road to be upgra ded in wards 12,13, 14 and 15 by 31 Marc h 2020	N/ A	N/ A	1.8k m	R1 1 43 1 99 1	MIG	N/ A	N/ A	N/ A	1.8 km	N/ A	Practical complet ion certifica te	12,13,14 and 15	TSID/ DIRECTOR TSID / PMU

BSD/ TSID 09	N/ A		Number of m ² potholes repaired on urban roads by 30 June 2020	m ²	N/ A	2000 m ²	R 94 3 00 0. 00	Municipal	400 m ²	600 m ²	600 m ²	40 0 m ²	N/ A	N/A	Measurement Reports	2,3,4,7,10,12, 13,14,15.	TSID/ DIRECTOR TSID / MANAGER CIVIL OPS
BSD/ TSID 10	N/ A		300 m of guard rails to be constructed by 30 June 2020	N/ A	N/ A	300 m	R 25 0 00 0. 00	Municipal	N/ A	N/ A	300 m	N/ A	N/ A	N/A	Completion Certificate	4,6,10	TSID/ DIRECTOR TSID / MANAGER CIVIL OPS
BSD/ TSID 11	N/ A		250 m of kerbs and concrete channel to be constructed by 30 June 2020	N/ A	N/ A	250 m	R2 00 00 0	Municipal	50 m	100 m	50 m	50 m	N/ A	N/A	Measurement Reports		TSID/ DIRECTOR TSID / MANAGER CIVIL OPS
BSD/ TSID 12	N/ A		Number of head walls to be constructed by 30 June 2020	25	0	25	R 20 0 00 0	Municipal	N/ A	N/ A	25	N/ A	N/ A	N/A	Completion Certificate	1,2,3,4,5,6,7, 8,9,10,11,12, 16,17,18.	TSID/ DIRECTOR TSID / MANAGER CIVIL OPS
BSD/ TSID 13	BS D/T SID 14		Number of kilometres of rural gravel roads repaired and maintained in-house by 30	N/ A	N/ A	250 km	R2 00 00 0	Municipal	50k m	40k m	80k m	80 km	N/ A	N/A	Measurement Reports	1,2,4,5,6,7,8, 9,10,11,12,16 ,17,18.	TSID/ DIRECTOR TSID / MANAGER CIVIL OPS / R & S SUPRINTENDENT

BSD/ TSID 14	N/ A			June 2020													
		Construction of 15 Traffic calming measures (Speed humps) by 31 March 2020		N/ A	N/ A	15	R2 00 00 0	Municipal	N/ A	N/ A	15	N/ A	N/ A	Completion Certificate	3,7,13,14,15.	TSID/ DIRECTOR TSID / MANAGER CIVIL OPS / R & S SUPRINTENDENT	
BSD/ TSID 15	N/ A			Supply and deliver 10 temporal 2.4m x 2.4m security guard houses by 31 December 2019	N/ A	N/ A	10	R2 50 00 0	Municipal	N/ A	10	N/ A	N/ A	Completion Certificate	1,2,18	TSID/ DIRECTOR TSID / MANAGER CIVIL OPS / R & S SUPRINTENDENT	
BSD/ TSID 16	N/ A			Date of Installation of 30 road signs and repairing of 10km of road markings to completed by the 31 March 2020	N/ A	N/ A	31-Mar-20	R4 00 00 0	Municipal	N/ A	N/ A	31-Mar-20	N/ A	N/ A	Completion Certificate	3,4,7,13,14,15.	TSID/ DIRECTOR TSID / MANAGER CIVIL OPS / R & S SUPRINTENDENT
BSD/ TSID 17	BS D/T SID 28			Installation of 30 street name signage	N/ A	N/ A	30	R1 00 00 0	Municipal	N/ A	10	10	10	N/ A	Measurement Reports	3,7,13	TSID/ DIRECTOR TSID / MANAGER CIVIL OPS / R & S SUPRINTENDENT
BSD/ TSID 18	BS D/T			Fencing of subst	N/ A	N/ A	30-Jun-20	R2 00 00	Municipal	N/ A	N/ A	N/ A	30 - Ju	N/ A	Completion	3	TSID/ DIRECTOR TSID /

SID 08					ation in Ward 3, Patrys Road by 30 June 2020		0.00					n-20		Certificate		SUPERINTENDENT ELECTRICAL			
BSD/ TSID 19	BS D/T SID 09				Replacement of 3 RMUs in ward 3 by 30 June 2020	N/A	N/A	3	R1 00 0 00 0.00	Municipal	N/A	N/A	N/A	N/A	N/A	Completion Certificate	3	TSID/ DIRECTOR TSID / SUPERINTENDENTELECTRICAL	
BSD/ TSID 20	N/ A				Construction of Swimming pool in ward 15	N/A	N/A	30-Jun-20	R2 87 0 20 7.52	MIG	N/A	N/A	N/A	30 - Jun-20	N/A	Practical completion certificate	15	TSID/ DIRECTOR TSID / PMU	
BSD/ TSID 21	BS D/T SID 32	2. PROVIDING AND FACILITATING ACCESS TO SOCIAL SERVICES AND FACILITIES.	2.1 Ensure that our people have access to community facilities and services	2.1.1 Facilitate the provision of new community facilities	Installation of recreational playpark facilities at ward 4	N/A	30-Jun-19	30-Jun-20	R 80 0 00 0	MIG	N/A	N/A	N/A	30 - Jun-20	N/A	Practical completion certificate	4	TSID/ DIRECTOR TSID / PMU	
BSD/ TSID 22	N/ A				Upgrade of Love Life centre	N/A	N/A	31-Dec-19	R4 50 0 00 0	Municipal	N/A	31-Dec-19	N/A	N/A	N/A	N/A		7	TSID/ DIRECTOR TSID / MANAGER CIVIL OPS / R & S SUPREINTENDENT
BSD/ TSID 23	N/ A				Neighbourhood development grant	N/A	N/A	30-Nov-19	R6 39 9 37 8.01	National Treasury	N/A	30-Nov-19	N/A	N/A	N/A	Financial report of expenditure/Progress report	7	TSID/ DIRECTOR TSID / PMU	
BSD/ TSID 24	BS D/T SID 33	To improve access to basic services	3.1.1 Maintain a functional Infrastructure Development Programme Steering Committee (IDProgSC)	3.1.1.1 Ensure that all infrastructure investment initiatives coordinated to yield maximum impact	Date of IDProgSC meeting to be held in Q2	1	N/A	31-Oct-19	R6 500 0	N/A	N/A	31-Oct-19	N/A	N/A	N/A	Draft minutes of Meeting and Attendance register	N/A	TSID / DIRECTOR TSID / PMU	

FINANCIAL VIABILITY AND MANAGEMENT (SOUND FINANCIAL MANAGEMENT)																					
FVM /TSI D25	N/A	FINANCIAL VIABILITY AND MANAGEMENT (SOUND FINANCIAL MANAGEMENT)		TO DEVELOP A SUSTAINABLE AND EFFICIENT MUNICIPALITY BASED ON SOUND FINANCIAL MANAGEMENT	Ensure a financially viable municipality.	4.1.1 Effectively and efficiently manage the expenditure of the municipality	Date of completing draft Departmental Budget estimate document	15-Feb-19	N/A	31-Mar-19	N/A	N/A	N/A	31-Mar-20	N/A	N/A	N/A	Budget estimate document	N/A	TSID/DIRECTOR TSID	
FVM /TSI D26	N/A						100% expenditure on MIG funding by 30 June 2020	100 %	N/A	100%	R35369000	MIG	19 %	41 %	66 %	100%	N/A	N/A	MIG Certificate of Expenditure and revenue	N/A	TSID/DIRECTOR TSID/PMU
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GOOD GOVERNANCE AND PUBLIC PARTICIPATION: PUTTING PEOPLE FIRST)																					
GGP P/TSI D27	N/A	GOOD GOVERNANCE AND PUBLIC PARTICIPATION (GOOD GOVERNANCE AND PUBLIC PARTICIPATION: PUTTING PEOPLE FIRST)		5.TO FOSTER A CULTURE OF COMMUNITY INVOLVEMENT AND GOOD GOVERNANCE IN THE AFFAIRS OF THE MUNICIPALITY	5.1 Ensure a participative, transparent and accountable governance in the Municipality	5.1.1 Ensure internal audit reporting.	Completed quarterly PMS information (POE File And signed score card) submitted to Municipal Manager	4	N/A	4	N/A	N/A	1	1	1	1	N/A	N/A	Signed Letter from PMS Manager	N/A	TSID/DIRECTOR TSID
GGP P/TSI D28	N/A						Completed quarterly risk reports	3	N/A	4	N/A	N/A	1	1	1	1	N/A	N/A	Report and Attendance Register	N/A	TSID/DIRECTOR TSID
GGP P/TSI D29	N/A						100% attendance to IT Steering Committee meetings per quarter	100 %	0%	100%	N/A	N/A	100 %	100 %	100 %	100 %	N/A	N/A	Agenda and Attendance Register	N/A	TSID/DIRECTOR TSID



GGP P/TSI D30	N/ A			To obtain unqualified/po sitive audit opinion from AG	Quar terly revie w of A.G Action Plan by Counc il	1	3	4	N/ A	N/A	1	1	1	1	N/ A	N/A	Council resoluti on adoptin g the Quarterl y reviewe d action plan	N/A	TSID/DIREC TOR TSID
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MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

MTI D/TS ID31	MT ID 01			7.1.1 Maintai n and improv e the munici pal policies	Polici es requir ing revie w submi tted to Corpo rate Servic es Depar tment for prese ntatio n to the counc il policy revie w sessio n.	28-Jun -19	N/ A	30-Jun- 20	N/ A	N/A	N/ A	N/ A	N/ A	30 - Jun- 20	N/ A	N/A	Draft Policies and Transmi ttal to CS	N/A	TSID/DIREC TOR TSID	
MTI D/TS ID32	N/ A			7. PROVIS ION OF EFFECTI VE, EFFICIEN T, TRANS PAREN T AND ACCOU NTABL E LEADE RSHIP	7.1 Creat ing a cond uctive work ing envir onm ent	Devel opme nt of the Buildi ng and Com munit y Facilit ies maint enanc e plan	N/ A	N/ A	30-Jun- 20	R2 00 00 0	Mu nicipal	N/ A	N/ A	N/ A	30 - Jun- 20	N/ A	N/A	Draft of Building and Commu nity services plan.	N/A	DIRECTOR TSID/Mana ger Civil Ops and Maintenance
MTI D/TS ID33	N/ A			7.1.2 Ensure effectiv e and efficien t human resourc e management	Date of Submi ssion of the Depar tment al Organ ogra m to Corpo rate Servic es Depar tment for inclusi on in the Overa ll Municipal Organ	30-Jun -19	N/ A	30-Jun- 20	N/ A	N/A	N/ A	N/ A	N/ A	30 - Jun- 20	N/ A	N/A	Draft Organog ram and Transmi ttal to CS	N/A	TSID/DIREC TOR TSID	



MTI D/TS ID34	N/A			7.1.3 Maintenance and improve municipal buildings and assets	Council Chamber partitioning by 30 June 2020	N/A	N/A	30-Jun-20	R600000	Municipal	N/A	N/A	N/A	30-Jun-20	N/A	Practical completion certificate	3	TSID/DIRECTOR TSID
MTI D/TS ID35	N/A			7.2 To Service Municipal Fleet schedule as per distance travelled	7.2.1 Number of Municipal Plant and Equipment Serviced by Target date	4	N/A	4	R350000	Municipal	N/A	N/A	4	N/A	N/A	Job Cards signed by Mechanic	N/A	DIRECTOR TSID/Superintendent workshop/ Mechanical
MTI D/TS ID36	N/A			Maintain and improve Municipal Fleet & Equipment	Procurement of single drum roller by 31 October 2019	N/A	N/A	1	R150000	Municipal	N/A	31-Oct-19	N/A	N/A	N/A	Copy of the Invoice	N/A	DIRECTOR TSID/Superintendent workshop/ Mechanical
MTI D/TS ID37	N/A				Number of Municipal Trucks COF by Target date	11	N/A	11	R750000	Municipal	3	2	1	5	N/A	COF Certificate.	N/A	DIRECTOR TSID/Superintendent workshop/ Mechanical

MTI D/TS ID 38	N/A	To ensure the submission of reports timeously	Number of monthly progress reports on implementation of performance plans by managers submitted to HOD's	N/A	N/A	12	N/A	N/A	3	3	3	3	N/A	N/A	Managers monthly progress reports	N/A	TSID/DIRECTOR TSID
MTI D/TS ID 39	N/A		Date of submission of manager's performance plan to HOD	N/A	N/A	31-Jul-19	N/A	N/A	31-Jul-19	N/A	N/A	N/A	N/A	N/A	Manager's Performance Plan	N/A	TSID/DIRECTOR TSID

